

**AN INVESTIGATION INTO THE FACTORS WHICH
INFLUENCE THE SERVICE ORIENTATION OF THE
FRONT-OF-HOUSE EMPLOYEES WITHIN A
RESTAURANT GROUP IN BARBADOS**

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DOCTOR OF BUSINESS ADMINISTRATION**

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SERVICE ORIENTATION OF THE FRONT-OF-HOUSE EMPLOYEES
WITHIN A RESTAURANT GROUP IN BARBADOS

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DECLARATION

I declare that this Doctor of Business Administration thesis, has not been submitted for any other degree or professional qualification, is all my work and does not contain any unacknowledged work of another.



Cathy I. R. Norville-Rochester

ABSTRACT

This thesis investigates the factors which influence employees' service orientation within a Restaurant Group. Homburg, Hoyer and Fassnacht's (2002) Perspective on Service Orientation is used as the framework to examine employee service orientation. Service orientation is studied from the individual and organisational levels to identify the factors at each of these levels which influence employees' service orientation. Understanding the factors which influence employees' service orientation within the Restaurant Group is important, as Barbados' economy is heavily dependent on tourism and the hospitality sector.

The research is undertaken within an upscale Restaurant Group in Barbados and focuses on the front-of-house employees. This is underpinned by a research philosophy of realism at the ontological level with critical realism at the epistemological level. An exploratory mixed method approach is taken, which included managerial interviews, employee surveys and a focus group with some members of the front-of-house team. From an axiology perspective, the research seeks to provide a voice to the front-of-house team and hopefully to provide information which will promote change within the organisation.

The qualitative data is analysed using a thematic approach, whilst quantitative data is analysed with Statistical Package for Social Sciences (SPSS), using both descriptive and inferential statistics. Principal Component Analysis (PCA) is key to identifying the variables which influence employee service orientation at both the individual and organisational levels.

The research shows that at the individual level there were four main variables which impact employees' service orientation: Understanding of the Job Role; Nature of Work; Work Environment; and Individual Employee Disposition. At the organisational level, although the PCA identified five possible variables, only one, Organisational Culture and Support, directly impacted on the employees' service orientation. The research also identifies possible mediating factors.

This thesis contributes both to the practice and the body of knowledge. It identifies four recommendations that the Restaurant Group can implement to assist in shaping an environment in which employees can be more service oriented. They can also be embraced by other restaurants within the upscale and fine dining sector. Finally, the research contributes to theory by firstly, identifying an element that was not highlighted within Homburg et al.'s (2002) research, that is, the possibility of mediating factors at the organisational level which indirectly influence employees' service orientation. Secondly, a contribution is made through the development of a conceptual framework which can be useful to other restaurants outside of the Group. The framework provides a lens for restaurants to examine their operations as it relates to fostering an environment that supports employees being service oriented.

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TABLE OF CONTENTS

TABLE OF CONTENTS -----	i
LIST OF FIGURES -----	v
LIST OF TABLES -----	vi
ABBREVIATIONS -----	vii
1 INTRODUCTION -----	1
1.1 Background -----	1
1.2 Contribution To Theory & Practice -----	5
1.2.1 Research Aim-----	6
1.2.2 Research Objectives -----	7
1.3 Sector Context -----	7
1.4 Thesis Structure -----	9
2 LITERATURE REVIEW -----	11
2.1 Introduction -----	11
2.2 Overview of Service Orientation -----	12
2.2.1 Defining Service Orientation-----	12
2.2.2 Growing Importance of Service Orientation-----	14
2.3 Service Orientation: The Conceptualisation -----	18
2.4 Service Orientation: Individual Level -----	24
2.4.1 Primary Traits and Surface Traits -----	26
2.5 Influencing Factors: Service Orientation at the Individual Level -----	29
2.5.1 Nature of Work-----	30
2.5.2 Emotional Intelligence -----	33
2.5.3 Perceptions of Guest Tipping -----	34
2.5.4 Biographical Data-----	35
2.5.5 Summary: Individual Level Factors-----	38
2.6 Service Orientation: Organisational Level -----	39
2.7 Influencing Factors: Service Orientation at the Organisational Level -----	41
2.7.1 Human Resources Management Practices -----	41
2.7.2 Co-Worker Support-----	45
2.7.3 Leadership & Management Support -----	46
2.7.4 Service Standards -----	49
2.7.5 Organisational Culture -----	51

2.7.6	Summary: Organisational Level Factors -----	52
2.8	Conclusion & Research Questions -----	54
2.8.1	Research Questions -----	55
3	METHODOLOGY -----	57
3.1	Introduction -----	57
3.2	Research Strategy -----	57
3.3	Research Philosophy -----	58
3.4	Research Site -----	60
3.5	Research Design -----	63
3.6	Semi Structured Interviews – Management Staff -----	65
3.6.1	Target Population & Sampling Strategy -----	68
3.6.2	Data Analysis -----	68
3.7	Questionnaire – Survey of Front-of-House Non-Management Staff -----	69
3.7.1	Sampling Strategy -----	70
3.7.2	Administration of the Questionnaire -----	70
3.7.3	Data Analysis -----	73
3.8	Focus Group Interview – Front-of-House Non-Management Employees -----	76
3.8.1	Sampling Strategy -----	77
3.8.2	Administration of the Focus Group -----	77
3.8.3	Data Analysis -----	77
3.9	Research Ethics -----	78
3.10	Limitations of the Study -----	80
4	FINDINGS AND DISCUSSION -----	81
4.1	Introduction -----	81
4.2	Defining Employee Service Orientation within the Restaurant Group -----	81
4.2.1	Willingness to Satisfy the Customer -----	83
4.2.2	Interaction with Customers -----	87
4.2.3	Employee’s Disposition -----	91
4.2.4	Summary -----	95
4.3	Service Orientation from the Individual Level -----	97
4.3.1	Understanding the Job Role -----	98
4.3.2	Nature of Work -----	101
4.3.3	Work Environment -----	107
4.3.4	Individual Employee Disposition -----	113
4.3.5	Summary -----	114

4.4	Service Orientation from the Organisational Level	116
4.4.1	Leadership and Management Support	117
4.4.2	Employee Discipline	121
4.4.3	Compensation & Rewards	123
4.4.4	General Human Resources Management Practices	127
4.4.5	Organisational Culture & Support	130
4.4.6	Summary	135
4.5	Chapter Summary	137
5	CONCLUSION AND RECOMMENDATIONS	142
5.1	Introduction	142
5.2	Research Objectives	142
5.2.1	Research Objective 1	142
5.2.2	Research Objective 2	143
5.2.3	Research Objective 3	144
5.2.4	Research Objective 4	145
5.2.5	Research Objective 5	145
5.3	Recommendations	146
5.4	General Contribution to Practice	150
5.5	Contribution to Knowledge	151
5.6	Recommendations for Further Research	154
5.7	Final Thoughts	154
	REFERENCES	155
	Appendix 1: Detail Mapping of Literature Research Instruments	177
	Appendix 2: Interview Schedule	187
	Appendix 3: Themes From Managerial Interviews	190
	Appendix 4: Questionnaire	191
	Appendix 5: Cronbach Alpha for Research Questionnaire	199
	Appendix 6: Summary of Variables from Survey	200
	Appendix 7: Focus Group Questions	201
	Appendix 8: Focus Group Themes	203
	Appendix 9: Consent Form	204
	Appendix 10: PCA Results – Components of Service Orientation	205

Appendix 11: Factors That Influence Employee Service Orientation at the Individual Level	206
Appendix 12: Descriptive Data ANOVA	207
Appendix 13: ANOVA Results by Age Group	208
Appendix 14: Factors That Influence Employee Service Orientation at the Organisational Level	209

LIST OF FIGURES

Figure 2.1: Perspective of Service Orientation.....	19
Figure 2.2: Conceptual Framework - Service Orientation.....	21
Figure 2.3: Possible Influencing Factors at the Individual Level	38
Figure 2.4: Proposed Model of the Guest Service Process and Organisational Outcomes	50
Figure 2.5: Possible Influencing Factors at both Individual & Organisational Levels ...	54
Figure 3.1: Restaurant Group Structure	62
Figure 3.2: DBA Research Project: Process Flow Chart.....	64
Figure 4.1: Employee Service Orientation Construct.....	82
Figure 4.2: Typology of Service Orientation for the Restaurant Group.....	139
Figure 5.1: Conceptual Framework – Service Orientation	152

LIST OF TABLES

Table 1.1: Contribution to GDP 2016 - 2018 by Sector in Millions (BD\$)	4
Table 2.1: Summary of Authors' Views on Defining Service Orientation	17
Table 2.2: Comparison Between Teng Barrows and Literature Review Focus	23
Table 2.3: Various Perspectives of Service Behaviours	28
Table 2.4: Conceptualising Service Orientation at the Individual Level	29
Table 2.5: Research Questions	56
Table 3.1: Research Paradigm	58
Table 3.2: Alphanumeric Codes of Interviewees	67
Table 3.3: Demographics of Respondents	72
Table 3.4: Mapping Literature To Interview Schedule & Survey	75
Table 3.5: Alphanumeric Codes for Focus Group Participants	76
Table 4.1: Pearson Correlation - Individual Factors & ESO Construct	98
Table 4.2: Independent Sample T-Test Gender & Service Orientation	104
Table 4.3: Independent Sample T-Test ESO Construct by Gender	104
Table 4.4: Pearson Correlation - Organisational Level Factors & Service Orientation	118
Table 4.5: Pearson Correlation Between Organisational Level Factors &	118
Table 4.6: Summary of Research Findings in Comparison to Literature	138

ABBREVIATIONS

ANOVA	Analysis of Variance
BD\$	Barbadian Currency
BSS	Barbados Statistical Services
CEO	Chief Executive Officer
DBA	Doctor of Business Administration
ESO	Employee Service Orientation
GDP	Gross Domestic Product
HRM	Human Resources Management
HPWS	High Performing Work Systems
NISE	National Initiative of Service Excellence
NTI	National Training Initiative
PCA	Principal Component Analysis
SPSS	Statistical Package for Social Sciences
TMP	Tourism Master Plan
US\$	American Currency
VIP	Very Important Person
VVIP	Very Very Important Person

1 INTRODUCTION

This thesis examines service orientation and primarily focuses on identifying the factors that influence and enhance frontline employees' service orientation in the restaurant sector in Barbados. Arasli, Bahman Teimouri, Kiliç and Aghaei (2017) view service orientation as a set of behaviours that can affect the quality and nature of interaction between customers and employees. They posit that service orientation is essential for the hospitality industry given that front-of-house employees' attitudes and behaviours do impact on the customers' perception about any hospitality business. Service orientation is explored at both the individual and organisational levels. This is in keeping with Homburg et al. (2002) and Teng and Barrows (2009) who see service orientation as a construct that is operationalised at these two distinct levels.

The introduction has four sections and the first section provides the background and the rationale for the research. The second section indicates how this research will contribute to both theory and practice. The two final sections respectively provide the sector context in which the research is located, followed by the thesis' structure which consists of four further chapters.

1.1 Background

Barbados is a small open island economy with a landmass of 166 square miles and a population of approximately 285,000. The island shifted from being agricultural-based towards being increasingly dependent on tourism, as sugar, which was the main foreign exchange earner up to the 1970s, became uncompetitive in the world market (Mandle, 2015). Given the focus and dependence on tourism, there is a need for the country and its people to possess a service-oriented culture (Hinds, 2006). Hinds (2006) purports that the key decision makers in Barbados failed to create a culture that focuses on service. She continued, that a culture of service excellence is characterised by one where customer needs are anticipated and exceeded.

Interest in this topic as a research area was sparked by a number of factors. Firstly, by the on-going national dialogue amongst the Private Sector, the Government and Trade Unions (Social Partners). This discussion, as Hinds (2006) suggested, led to the formation of the National Initiative of Service Excellence (NISE) which commenced in 2005. NISE was given the mandate by the Social Partners to assist businesses and the

people within the country to develop a culture of service excellence (Hinds, 2006). To achieve this, NISE launched many training initiatives with the focus on improving service oriented behaviours such as ‘Taking Personal Responsibility for Service Excellence’ and conferences and sessions designed for leaders and business executives. Despite the formation of NISE over a decade ago, Antilles Economics Inc., an economic consulting group, in 2015 conducted a survey in which over 400 Barbadians participated. The study focused on Customer Experience in Barbados. The findings suggest that there is a need for employees to be service oriented. In their research they noted that 95% of the participants engaging in business had multiple poor service experiences with the same business entity, and 53% had poor first time service experiences which resulted in them as customers not utilising the services of a business in the future. In summary, they concluded that Barbadians desired improve service experience and, in some instances, they are willing to spend additional money to receive the necessary level of service (Cumberbatch, 2015).

In an article published on 07th June 2019 in an online newspaper Barbados Today, the President of National Organisation of Women, Marsha Hinds-Layne, suggests that Barbados is lagging the world when it comes to providing good service. She indicates that every Barbadian holds the responsibility to ensure that the country overcomes this hurdle of poor customer service. Also, in 2019 the United States Embassy, in a published Advisory to potential foreign businesses seeking to enter the Barbadian market highlighted that poor customer service will be amongst the challenges these companies will face. The report acknowledged that the Barbados Government is aware of this challenge which they need to address. Colin Jordan, Minister of Labour, was reported in the Barbados Today on 06th August 2019 as stating:

Caribbean people on the whole see service as a gift we give to people because we like them, or that our interaction is pleasant. But it doesn’t work like that in the real world, where service is a promise and has to be of a certain standard and must be consistent (Hinkson, 2019, para. 11).

Colin Jordan, M.P., is suggesting that there are challenges with the level of service rendered by the Barbadian workforce and at times the service being delivered appears contingent on other circumstances as opposed to the desire to provide good service.

The change in Government in 2018 saw NISE being disbanded and the National Training Initiative (NTI) launched in February 2020. NTI will focus on excellence, according to the Prime Minister of Barbados, The Hon. Mia Amor Mottley, QC., MP. The vision is to define excellence and train and retrain Barbadians so that our service in every sphere of the economy improves (National Training Initiative, 2020). This research contributes to the discussion on excellence as it relates to service within the hospitality sector. Tourism at present is key to this country's viability and according to the online newspaper Loop News, tourism will be at the forefront of pulling the country out of the COVID-19 economic slump but this is dependent on every Barbadian and the service we offer at every encounter (Loop News, 2020).

Secondly, when the discussion shifted from a national observation to an international discourse as a result of the Global Competitiveness Reports which were produced by the World Economic Forum, the Global Competitiveness Reports of 2013-2014, 2014-2015 and 2016-2017 claimed that the attitude of the Barbadian workforce is one of the main factors hindering its global competitiveness. Worrell and Lowe (2014) writing about the 2013-2014 Report with reference to Barbados summarised that the three key areas which impacted the country's competitiveness were: accessing financing through local equity markets; inefficient government bureaucracy; and poor work attitudes of the national labour force. Hence, it was clear that despite the national efforts and the formation of NISE, the present Barbadian traditions and work attitudes were not translating to the service oriented culture which would allow the country to effectively compete globally. Worrell and Lowe (2014) state that "increasing the level of service quality and productivity in the macro economy is essential to maintaining and improving Barbados' overall external competitiveness" (p.10). The Global Competitiveness Report 2019, whilst not focusing on hinderances to competitiveness overall, noted that our global competitiveness deteriorated from when last assessed in 2017, from 72/138 to 77/141 countries.

Thirdly, the focus of the study within the hospitality industry is due to the sector's significant contribution to the country's national development. Any tourist destination relies heavily on its people to deliver its product. The Travel and Tourism Impact Report 2018 states that 17,955 persons are directly employed in this sector which would include: accommodation; air transportation; recreation; and restaurants. Indirectly, the industry employed 54,000 in 2018, which would include other persons in the supply

chain, such as farmers, distributors and other entities which represent 41.3% of total persons employed in 2018. The Travel and Tourism Impact Report 2018 depicts the hospitality sector as comprising of accommodation, transportation, food and beverage, culture, sports and recreation. The travel and tourism sector, that is, direct and indirect, contributed US\$1,961 million or 41.2% to the gross domestic product (GDP) in 2018. Restaurants form a key part of the food and beverage segment of the tourism industry, especially upscale restaurants, playing a key role in creating employment, earning foreign exchange and contributing to GDP.

Table 1.1 below shows the direct contribution to GDP by sector for the period 2016 – 2018, as compiled by the Barbados Statistical Services (BSS). **Table 1.1** captures the fact that the hospitality sector represented by accommodation and food services is consistently the largest contributor to the island’s economy for the period 2016 – 2018.

Table 1.1: Contribution to GDP 2016 - 2018 by Sector in Millions (BDS\$)
(Source: Barbados Statistical Services)

Sector	2016	2017	2018P
Agriculture & Fishing	125.0	129.5	146.4
Mining & Quarrying	16.1	21.1	24.8
Manufacturing	437.4	517.2	535.8
Utilities	205.0	229.8	230.2
Construction	488.3	511.2	501.7
Wholesale & Retail Trade	920.5	904.0	907.4
Transportation & Storage	480.3	651.1	642.6
Accommodation & Food Services	1,106.3	1,231.6	1,352.9
Information & Communications	377.3	440.0	384.6
Financial & Insurance	805.0	862.1	885.5
Real Estate	983.2	972.7	936.6
Business Services	708.3	746.1	790.9
Public Administration, Defence & Security	475.8	481.0	487.8
Public Education	272.5	275.4	284.0
Public Health	98.1	99.1	101.4
Personal & Other Services	556.8	559.3	548.9
US\$1 = BDS\$2			
P – Provisional			

Finally, the hospitality industry is highly competitive. This is confirmed by Bharwani and Mathew (2016) who argue that globally companies within the industry are seeking

ways to gain a competitive advantage amidst the many challenges. Therefore, tourists and locals have options regarding where to visit and spend their money. Johnson, Park, and Bartlett (2018) purport that consumers now possess even higher service expectations and a greater demand for quality service. Service plays a key role in where a consumer, tourist or local, spend their money. Furr (2014) argues that after the great economic recession of 2007 – 2009 consumers, especially tourists, reduced their spending. Johnson et al. (2018) suggest that in order to benefit from the tourist spend, hospitality businesses must provide outstanding service and be acutely aware that for service industries, as the experience is being produced by the employee, it is also being consumed simultaneously by the customer giving little room for error.

Against such a landscape this research becomes important. Given that the tourism sector is a large contributor to the country's GDP, the provision of excellent service is critical in sustaining a viable product in a market which is fiercely competitive. In order to address the issues of service excellence and customer satisfaction it becomes important to understand the factors which influence the service oriented behaviours that ultimately lead to customer satisfaction and service excellence.

1.2 Contribution To Theory & Practice

This research provides a contribution to both theory and practice with reference to service orientation within the Barbadian context. The research sets out to identify the factors which influence the service oriented behaviours of employees within the hospitality environment. The works of Homburg et al. (2002) and Teng and Barrows (2009) formed the essential building blocks for this research. Homburg et al. (2002) theorised that service orientation operates at two levels, namely the individual and organisational levels. Although they identified two levels of service orientation, the organisational level had two dimensions, that is, an internal dimension and external dimension.

Both Homburg et al. (2002) and Teng and Barrows (2009) utilised the service orientation perspective to subsequently develop their conceptual frameworks to provide an understanding of service orientation. Homburg et al. (2002) focused on the external dimension of service orientation at the organisational level, where they explored it as a business strategy within a retail business; whilst Teng and Barrows (2009) used it as a

starting point to provide a conceptual framework for service orientation within a hospitality environment. This research will also utilise the same Service Orientation Perspective of Homburg et al. (2002) to develop a conceptual framework for the upscale Restaurant Group which will be of benefit to others in the sector.

From a theoretical perspective, this research sets out to achieve three things: firstly, to add to the limited research on service orientation in Barbados. There are earlier works such as Hinds (2006) on service excellence and Alleyne, Greenidge, Corbin, Alleyne and Devonish (2008) on Strategic Human Resources Management (SHRM) within the Hotel sector. However, there is a clear absence of any research on the restaurant sector within the Barbadian context. Secondly, the aim is to utilise Homburg et al.'s (2002) perspective on service orientation and to develop a framework on service orientation for the restaurant sector, in the process attempting to answer the question they posed at each level of the service orientation perspective. Homburg et al. (2002) inquired to what extent an individual or organisation can be service oriented. This research seeks to address this theoretical question by exploring the factors that could influence the extent to which employees are service oriented from both an individual and organisational perspective. Thirdly, the research using Pearson Correlation test examines the relationships between the factors at the individual level with the factors at the organisational level. This contributes to theory as there is no research at present that examines the relationship between the individual and organisational level factors and specifically not within the restaurant or Caribbean context.

The research contributes to practice as it one, provides a set of recommendations for the consideration for the CEO and Board of Directors of the Group. Two, it offers a set of guidelines for upscale restaurants. These recommendations and guidelines will provide guidance for the development of the necessary employee related strategies, which allows for the fostering of the required service oriented behaviours.

1.2.1 Research Aim

The overall aim of this research is to conduct an investigation into the factors which influence the service orientation of the front-of-house employees within a Restaurant Group in Barbados.

1.2.2 Research Objectives

The following research objectives have been identified in order to achieve the above stated research aim.

- I. To critically review academic literature which relates to service orientation to identify factors that can be investigated and analysed to determine their influence on employees' service orientation at both the individual and organisational levels
- II. To investigate the perceptions of management and frontline employees on service orientation within an upscale Restaurant Group
- III. To explore the perspectives of management and frontline staff on the factors that would enhance the service orientation of the front-of-house employees within the Restaurant Group
- IV. To contribute to both the theory and practice through the development of a conceptual framework which identifies the factors that directly and indirectly influence service orientation at both the individual and organisational levels
- V. To present recommendations to the Chief Executive Officer (CEO) and guidelines to Restaurateurs that would assist in the development of strategies which would enhance the service orientation of frontline employees within their respective restaurants

1.3 Sector Context

This research is located within the upscale restaurant sector, which forms a critical part of the hospitality industry in Barbados. Canziani, Almanza, Frash, McKeig and Sullivan-Reid (2016) suggest that upscale restaurants are noted for their superior food, service and alcoholic products which are served in a relaxing atmosphere. The upscale high-end dining sector is extremely competitive. In a small island of 166 square miles, Barbados has, according to the statistics from the BSS, approximately 34 upscale dining establishments, of which 18 operate independently and are not part of a hotel or resort. It is possible that some of the independent restaurants may permanently close due to COVID-19. Independent restaurants are very reliant on offering superior service to attract and retain their clientele. According to DiPietro, Martin and Pratt (2019) the restaurant industry is highly competitive and there is an expectation by diners to interact

with front-of-house staff who are knowledgeable and possess a comprehensive knowledge of menu options.

This upscale restaurant sector is critical to the country's economic viability as the country is heavily dependent on tourism. Barbados is considered a mature tourist market. According to the Tourism Master Plan (2014 – 2023 Part V) there are several areas which the Government plans to explore. One of those areas is culinary tourism. According to the Tourism Master Plan (TMP) report:

... all tourists have to eat ... Barbados has the potential to offer visitors a unique culinary experience, given its interesting local foods, excellent restaurants, top chefs, and varied cuisine. (Tourism Master Plan Report 2014 – 2023, Part V, 2014, p.38)

Therefore, given this focus, upscale restaurants will be an important feature within this strategy. This is supported by an earlier work of Sparks (2003) which argues that restaurants play a key role in tourist selection and satisfaction with a holiday destination.

People are a critical aspect in any industry, especially the restaurant sector as it is people who deliver the service. The TMP Report 1 presents a conflict in their SWOT Analysis as the report indicates that a key strength is the possession of friendly and competent persons. However, it also notes that a major weakness is the attitudes of the Barbadian people towards service. The report states that “changing the mindset towards service delivery is therefore one of the greatest challenges facing the development of a vibrant visitor economy” (Tourism Master Plan 2014 – 2023, Report 1, 2014, p.79).

Spencer (2019) in his recent work on exploring tourism and its impact on the Caribbean purports that jobs in the hospitality sector provide an opportunity for persons with little or no qualifications. This, he highlights, leads to the industry being characterised as low paying. He argues that traditionally the sector has been associated as primarily work for women. Spencer (2019) claims that travel and tourism is evolving and because it is starting to embrace more technology, the industry will eventually require more skilled persons. Spencer (2019) is correct, as there is a higher percentage of women typically employed in the front-of-house within the restaurant sector in Barbados; however, most upscale restaurants do have a preference for employing men as Waitstaff, as they are perceived as being more service oriented (Hall, 1993; Parrett, 2011).

Whilst tourism and hospitality are used interchangeably throughout this research there is a difference between the two concepts. The World Tourism Organisation (WTO) states that tourism is seen as entertaining persons travelling from outside of the country's environs for leisure which includes: dining; accommodation; tours; and other activities (Spencer, 2019). However, Crick and Spencer (2010) posit that hospitality is much broader than tourism, whilst including the above mentioned aspects, it also speaks to a behaviour, how one person acts towards another. Hemmington (2007) adds that hospitality is about a behaviour that seeks to create an experience for both strangers and guests.

In summary, this research is vital, bearing in mind the competitive nature of tourism and Barbados' dependence on the industry. There is a need to examine and provide recommendations as to how the employees in the restaurant sector can become more focused on the service which they deliver. There is much academic literature on service orientation, but no research to date that investigates the factors which impact on employees being service oriented in Barbados. According to Bernard (2020) Barbados and other Caribbean countries will see a decline in tourism of about 60% - 70% due to COVID-19 in 2020. Global issues such as COVID-19 do not diminish the importance of this research but makes it more vital. For two key reasons: firstly, to foster a hospitable environment that will make locals desire to dine in the absence of tourists allowing for restaurants to remain viable and sustainable. Secondly, when tourists return, they may even have higher expectations given the inconveniences of travel. Bernard (2020) opines that employees must be focused on service, as tourism generates foreign exchange that keeps the economy functioning.

1.4 Thesis Structure

This thesis features four further chapters, a full list of references used whilst undertaking this research and appendices. Featured below is an overview of the following chapters within this research.

Chapter Two: This chapter reviews key works within service orientation and defines key terms including service orientation. Service orientation is examined as both an individual and organisational level construct. The chapter also examines the factors that impact an employee's service orientation both from an individual and

organisational perspective. The literature review uses the work of both Homburg et al. (2002) and Teng and Barrows (2009) as pivotal starting points for the discussion on employee service orientation.

Chapter Three: This chapter discusses the research approach which is grounded in a realist ontology with a critical realist epistemology. The research employed an exploratory sequential mixed method approach and the data collection tools used are discussed in this chapter, along with the sampling procedure and highlights any ethical situations and how they were addressed. This chapter concludes with a discussion on the limitations of the research methodology.

Chapter Four: This chapter presents the primary findings and discusses these within the context of the literature review. This chapter has four distinct sections. The first section addresses how the Restaurant Group defines Employee Service Orientation as a construct. The following two sections explore the factors which both management and frontline staff believe impact on service orientation of the front-of-house employees within the Restaurant Group at the individual and organisational levels. It concludes with presenting a Typology of Service Orientation for the Restaurant Group.

Chapter Five: This final chapter provides the conclusions drawn from the research and provides recommendations for the CEO and guidelines for Restaurateurs to assist them with the development of their employee related policies. It contributes to knowledge by providing a conceptual framework coined ‘Service Orientation and Its Influencing Factors’. This chapter also highlights two possible areas for future research.

2 LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical framework for the research. Literature with respect to service orientation is critically surveyed, allowing for the construct to be defined and examined, whilst exploring factors that influence it. The review of literature allows for a discourse on key works in the area, presentation of models and discussion of relevant terminologies.

There is a vast body of published works relating to service orientation. According to Pettijohn, Pettijohn and Taylor (2004) the concept is rooted in personal selling and marketing literature. This chapter draws on works primarily in the field of human resources management and hospitality management as the research focus is within the hospitality field. Homburg et al. (2002) is one of the first works to provide a typology of service orientation. Many researchers (Teng & Barrows, 2009; Frimpong, 2013; Tung, Liang & Chen, 2014; Popli & Rizvi 2015) in the area of service orientation have drawn insight from their work which provides a foundational understanding of service orientation.

Homburg et al.'s (2002) typology along with Teng and Barrows' (2009) conceptual framework on service orientation form the essential building blocks for this research. Homburg et al.'s (2002) research was originally undertaken to determine how retail stores could differentiate themselves within a competitive business environment. Teng and Barrows (2009) used their typology as a starting point to develop their conceptual framework on service orientation within the hospitality sector.

The work of Hogan, Hogan and Busch (1984), although outside the hospitality field and grounded more in psychology, is considered as it represents a seminal work in the area of service orientation. Their work was amongst the first that attempted to define the concept of service orientation. The literature review is also informed by works that draw on psychology as service orientation is viewed by some as a behavioural trait (Hogan et al., 1984; Frimpong & Wilson, 2013; Lee & Ok, 2015). Literature is also sourced from general management research, especially in examining factors at the organisational level which impact employee's service orientation.

The literature review provides an understanding of key terminologies, which is followed by a brief overview of the development of service orientation. The chapter then focuses on presenting both the Homburg et al.'s (2002) perspective on service orientation and Teng and Barrows' (2009) conceptual framework. The remainder of the literature review examines the service orientation construct at both the individual and organisational levels.

The literature review has five sections. The first section gives an overview of service orientation. This is followed by a discussion on the development of service orientation and the presentation of Homburg et al.'s (2002) Service Orientation Typology and Teng and Barrows' (2009) conceptual framework. The third section examines service orientation at the individual level and its influencing factors. This is followed by section four which focuses on service orientation at the organisational level and its influencing factors. The final section presents the chapter summary.

2.2 Overview of Service Orientation

This section presents the concept through definitions and explores why service orientation appears to be gaining focus in academic literature, especially within the hospitality field as seen in the works of Teng and Barrows (2009); Lee and Ok (2015); Yen, Yeh, and Lin (2016); Wu and Shie (2017); Grobelna (2018); Johnson et al. (2018) amongst other authors, whose works are also included in this academic discussion.

2.2.1 Defining Service Orientation

Customer orientation, guest orientation and service orientation are terms captured in the literature and often appear to be used interchangeably by different writers, referring to a similar concept or construct and these will be examined in this section.

Popli and Rizvi (2015) argue that service orientation is used interchangeably with both customer excellence and customer orientation. Brooks (2011) posits that customer excellence is about the provision of a quality service which both delights and offers value to the customer, whilst being delivered with a measure of kindness and empathy. Scott-Spaulding (2014) adds that businesses that value true customer excellence should be interested in supporting or assisting their customers even after the service provider and customer engagement has ended. Tsaor and Yen (2019) in their work on service in fine dining restaurants in Taiwan suggest that the idea of having to exceed the

customer expectations to delight the customer, whilst for some that might appear to be customer excellence, it can create more challenges including customers finding some aspects of the service redundant.

Customer excellence appears to focus on service delivery. Customer orientation on the other hand seems to reflect the employees' predisposition to meet the customers' expectations in a competitive market environment or on the job context (Grobelna, 2018). According to Chu-Mei and Kuang-Jung (2006), this drive by an employee to satisfy a customer is influenced by two dimensions: firstly, the belief in their ability to satisfy the customer; and secondly their enjoyment in serving the customer. Saarijarvi, Kuusela, Neilimo and Närvänen (2014) posit a similar view of customer orientation and widened their understanding to include knowledge of the market. They theorise the essential elements of customer orientation include: excellence in customer interaction; knowledge of customers; market awareness; and employees who are generally cooperative with both the customers and employees.

Guest orientation presents identical features according to Susskind, Kacmar and Borchgrevink (2007). Guest orientation highlights the importance that service providers place on the guests, like customer orientation which plays on the willingness of the employee to put in the required time and effort to satisfy their customers. Susskind et al. (2007) suggest that this construct underscores the level of commitment that service providers need to give to their guests.

The earlier thinkers on service orientation originally conceptualised it as "the disposition to be helpful, thoughtful, considerate, and cooperative" (Hogan et al., 1984, p.167). It is also viewed as a psychological perspective, where it is deemed as the possession of a personality trait that allows for an individual to demonstrate kindness, politeness and a consistent appropriate level of emotionality when interacting with customers (Wu & Shie, 2017). Grobelna (2018) adds that these emotions and behaviours must be authentic and natural in order to create highly satisfying service encounters.

Costen and Barrash (2006) researching this area postulate that service orientation is about the quality of interaction between the staff of any business and its customers. Costen and Barrash (2006) frequently interchange between customer orientation and

service orientation and even in their work they joined the two terms at times simply using “customer service orientation” (Costen & Barrash, 2006, p.44).

It would be remiss not to highlight Popli and Rizvi (2015) who acknowledge that customer orientation and service orientation are used interchangeably. It is their opinion that the two concepts are different: they submit that customer orientation is focused on the satisfaction of the customer at the time of the transaction; whilst service orientation goes beyond that transaction to providing the customer with any other assistance even after the completion of the interaction. They surmise that service orientation is broader and incorporates both internal and external encounters.

In attempting to define service orientation as a construct, three key themes emerged during the discussion of the literature. Firstly, we have the interaction between employees and customers; secondly, possession of a disposition and willingness to assist customers; and finally, customer satisfaction as an outcome. Therefore, the concepts termed customer orientation, guest orientation and service orientation, in summary, examine the extent to which the service providers demonstrate the necessary behaviours that each service encounter results in customer satisfaction. Research in service orientation is referenced throughout this chapter along with other works which utilise the terminologies of ‘customer orientation’ and ‘guest orientation’ providing it is used within the context discussed.

Zablah, Franke, Brown and Bartholomew (2012) purport that researchers generally view service orientation as the possession of a mindset or behaviours which motivate employees to satisfy customers. Frimpong and Wilson (2013) add it must include how the service is also delivered. For the purpose of this research, service orientation is defined as ‘the possession of a skill or trait that results in the display of appropriate behaviour by a service provider towards a customer during a service delivery encounter which results in customer satisfaction’.

2.2.2 Growing Importance of Service Orientation

Within academia there appears to be a consensus that a phenomenal growth has occurred within the service sector as there is a shift towards more knowledge-based and service-based economies and this has triggered a focus on customer service (Costen & Barrash, 2006; Polyhart, Weekley & Ramsey, 2009). The increased attention to the area as commented by Popli and Rizvi (2015) who conducted research on the expanding

service economy in India, posit that there is a realisation that the drivers for productivity and performance in the service sector must be studied and understood, as it is vital for these businesses to identify their sources of competitive advantage.

Polyhart et al. (2009) concur with the above sentiments and postulate that in modern knowledge-based and service-oriented economies, a firm's success is not dependent on the acquisition of tangibles, that is, physical resources, but now rely on intangible human resources. It must be noted that some researchers might want to think this is novel, however Barney (1995) theorises this in his resource-based view of the firm and argued that firms possess within their companies the ability to create sustained competitive advantage. He states that:

creating sustained competitive advantage depends on the unique resources and capabilities that a firm brings to competition in its environment. To discover these resources and capabilities, managers must look inside their firm for valuable, rare and costly-to-imitate resources, and then exploit these resources through their organization (Barney 1995, p. 60)

It has been advanced that service orientation is a resource or trait which is difficult to imitate, therefore creating sustained competitive advantage for a company. Yen, Yeh and Lin (2016) hypothesise that considering the nature of businesses within the service sector, it can be argued that this resource, skill or trait is even more necessary in the food and beverage industry, as there is typically a higher frequency of interaction between employees and customers than in most other industries.

It is this interaction between customers and employees that is critical in determining the satisfaction or dissatisfaction of customers. Therefore, businesses within the hospitality field, namely restaurants and hotels, are demanding more positive interactions between employees and customers. There is a direct linkage between the employee's action, customer's experience and the company's performance (Teng & Barrows, 2009). In Grobelna's (2018) recent work, she proposes that within the hospitality sector that the customer oriented approach of frontline employees is core to ensuring the organisation's competitiveness.

Whilst service orientation is growing there are several contentions with reference to what service orientation is and more specifically, what it means when an employee is

referenced as being service oriented. **Table 2.1** captures a summary of the various debates with reference to service orientation, presented within this section.

There are three key arguments centred around service orientation. The first is whether service orientation is an intrinsic trait or characteristic which an employee possesses that gives them a sense of satisfaction when they interact and fulfil a customer's need, therefore making these persons more suitable for service oriented jobs (Hogan et al., 1984; Grobelna, 2018). Researchers holding this view would postulate that service entities should focus on recruiting persons that are predisposed to being service oriented. The second perspective is that it is not a trait but rather a skill that can be developed and shaped through various organisational interventions (Brooks, 2011; Frimpong, 2013). The third perspective is that service orientation can transcend the immediate customer encounters (Teng and Barrows, 2009; Scott-Spaulding, 2014). Therefore, persons holding this view would be concerned about the organisation's service processes and being knowledgeable and possessing general customer and market awareness (Saarijarvi et al., 2014). These various debates on service orientation have shaped the first research question of the thesis: **“How is employee service orientation defined within the Restaurant Group?”** The literature suggests that the organisations' approach would be influenced by how they view or define service orientation (Teng & Barrows, 2009; Kim & Ok, 2010; Grobelna, 2018).

Table 2.1: Summary of Authors' Views on Defining Service Orientation

Authors	Summary of Views Service Orientation
<p>Hogan et al. (1984); Wu & Shie (2017); Teng & Barrows (2009) Chu-Mei & Kuang-Jung (2006) Zablah et al. (2012) Grobelna (2018)</p>	<p>Predisposition, Trait, Attitude and Behaviours Personality trait towards being cooperative and helpful Intrinsic desire to satisfy customers Possession of a mindset or behaviours that motivate employees to satisfy customers Display of authentic and natural disposition towards assisting customers</p>
<p>Hogan et al. (1984); Costen & Barrash (2006) Susskind et al. (2007); Polpi & Rizvi (2015) Brooks (2011); Frimpong & Wilson (2013)</p>	<p>Possession of a Skill Quality interaction between staff and customers Customer Excellence – Willingness to serve customers Provision of Quality Service Delivered with Empathy Focus on service which delights the Customers</p>
<p>Saarijarvi et al. (2014)</p>	<p>Knowledge of Market/Product Knowledge of market or industry, knowledge of customers and market awareness</p>
<p>Scott-Spaulding (2014)</p>	<p>Extends Beyond Service Interest in assisting the customer after leaving the establishment</p>
<p>Teng and Barrows (2009)</p>	<p>Service Processes Ability for both guests and employees to relate to service processes at the individual level and the development of organisational activities which fosters service oriented behaviours</p>

Source: Researcher

2.3 Service Orientation: The Conceptualisation

This section explores the development of service orientation and concludes with a discussion on service orientation typology as developed by Homburg et al. (2002) and the service orientation conceptual framework as presented by Teng and Barrows (2009).

A review of literature seems to point to the work of Hogan et al. (1984) as the genesis of the thinking around service orientation. This particular work focuses on testing a personality measure, with reference to its effectiveness in the selection process. The measure that they assess within a hospital environment is the service orientation of the workers. They argue that the Administrators were beginning to realise that technical knowledge was not the only determinant to ensure job performance as technical staff also needed to possess social skills. Their research was conducted using nursing personnel. They note that the workers in the hospital needed to possess both technical and non-technical skills when caring for patients. This non-technical skill requirement identified, they coined as “service orientation”. They argue that whilst service orientation is unrelated to technical competency, it is critical to maintaining good relationships between the organisation and its customers.

Scott-Spaulding (2014), in exploring customer excellence within a hospital setting, underscores that service orientation skills and competencies are not just for interacting with the public but are more critical to allow for effectively embracing the patient, reducing fears and eliminating anxieties. Therefore, it can be argued that for some professions; namely customer interfacing, service orientation is a technical skill or trait employees should possess.

Another earlier work which sought to investigate the concept of service orientation is Dienhart, Gregoire, Downey and Knight (1992). Borrowing from the work of Hogan et al. (1984) they examined the concept within a pizza establishment. Their research suggests that service orientation might have three components: firstly, Organisational Support such as training, service systems and management support; secondly, Customer Focus which comprises of customer interaction, enjoyment and satisfaction; finally, Service Under Pressure, that is, the expectations of both customers and management for staff to deliver the required service during busy times. Service orientation appears

to have two aspects based on Dienhart et al. (1992) findings: organisational level which is the Organisational Support and individual level, which deals with employees being Customer Focus and their ability to effectively manage Service Under Pressure.

Homburg et al.'s (2002) typology on service orientation theorises that there are two levels at which service orientation can be conceptualised: these being the individual level and the organisational level as seen in **Figure 2.1**.

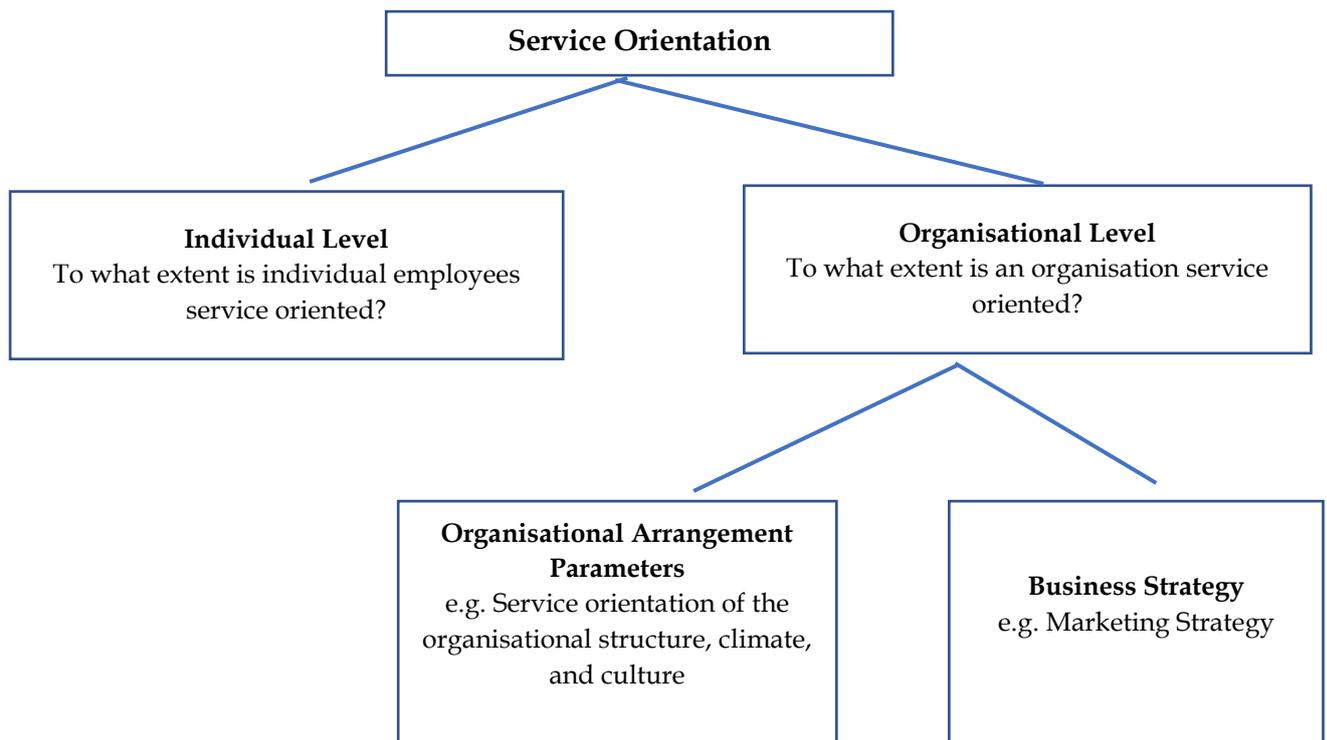


Figure 2.1: Perspective of Service Orientation
 Source: Homburg et al., 2002, p.87

In their typology as seen in **Figure 2.1**, they view service orientation at two levels: individual and organisational. At the individual level their work was influenced by earlier thinkers such as Hogan et al. (1984), and Cran (1994) amongst others, who posit that at the individual level service orientation is a personality measure and it is possible that some employees could be more service oriented than others. This probably led them to posing the question within their service orientation typology “to what extent are individual employees service oriented?” (Homburg et al., 2002, p.87). This suggests that their typology took into consideration the possibility that there could be factors at the individual level which impacts employees’ service orientation, even if the

employees are predisposed to being service oriented, these factors could either have a positive or negative effect.

At the organisational level, their work was inspired by Lytle, Hom and Mokwa (1998) amongst others. The organisational level comprised of two dimensions: internal and external components. The internal aspect at the organisational level, focuses on internal organisational arrangements such as culture, structure, and workplace climate which they suggest could impact on an employee's service orientation, even if they are predisposed to being service oriented. This is probably what resulted in the question also being posed at the organisational level within their typology, "to what extent is an organisation service oriented?" (Homburg et al., 2002, p87). The external aspect of their typology at the organisational level focuses on service orientation as a business strategy. The focus of their research was to examine how it was operationalised as a business strategy within a retail environment.

Tung et al.'s (2014) work examines the various strategic orientations including service orientation, interaction orientation and customer identification and their impact on the organisations' performance. Their study was done within the banking sector. In their research they hypothesise that service orientation has three levels and not two as suggested by Homburg et al. (2002). Tung et al. (2014) postulate that the three levels of service orientation are: individual level which explores how service oriented an employee is when compared to other members of the staff; second level is related to business strategy; and the third level is the organisational and focuses on how the business delivers its services and the structures implemented to achieve such.

Tung et al. (2014) identify the external focus at the organisational level as a third and distinct level which they labelled business strategy. This research holds to the earlier work of Homburg et al. (2002) that there are two distinct levels of service orientation, individual and organisational. The organisational level has both an internal and external focus.

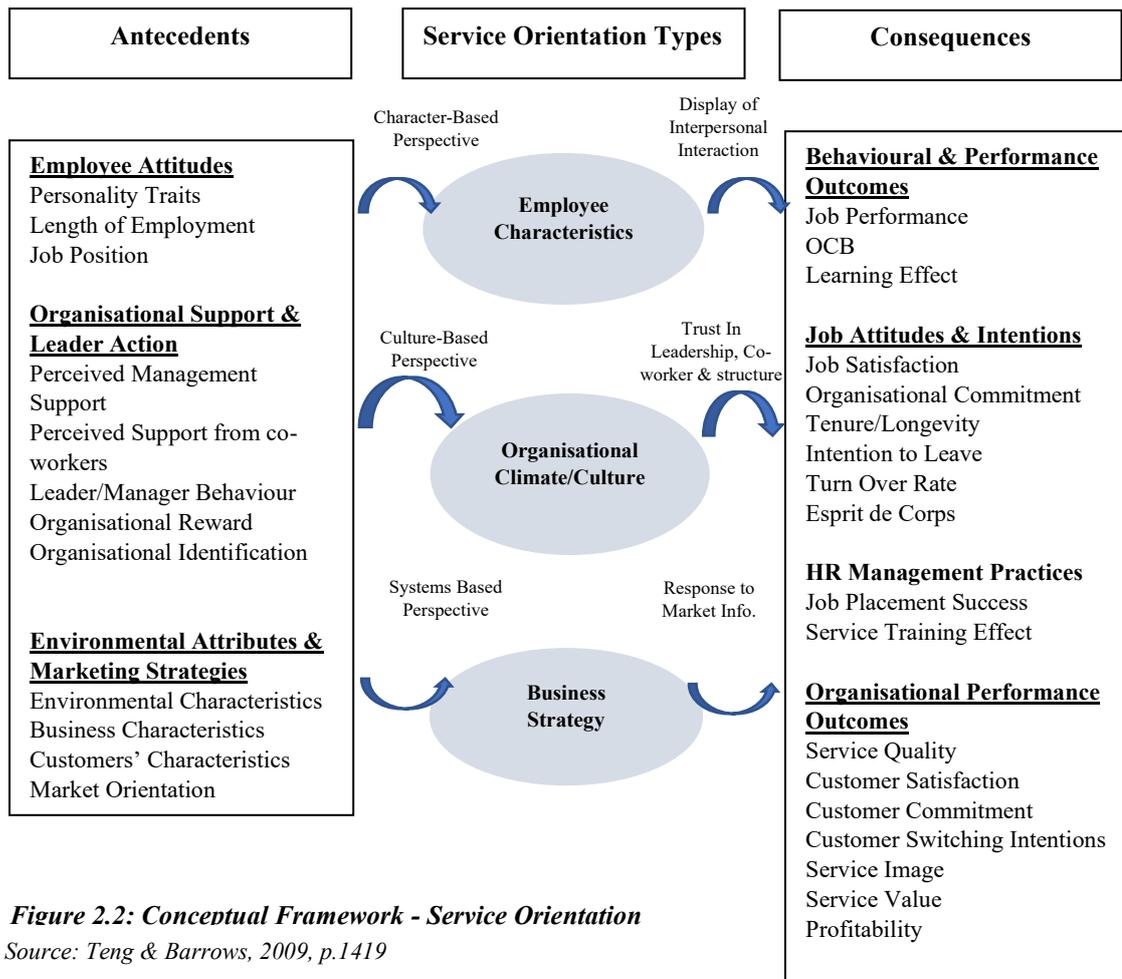


Figure 2.2: Conceptual Framework - Service Orientation
 Source: Teng & Barrows, 2009, p.1419

Teng and Barrows (2009) state that the development of their conceptual framework on service orientation was influenced by the work of Homburg et al. (2002) and the other earlier thinkers in the field. Teng and Barrows' (2009) conceptual framework is featured in **Figure 2.2**.

Teng and Barrows' (2009) conceptual framework identifies three aspects of service orientation. Firstly, the 'character based', which is focused on employees' characteristics. This is equivalent to the individual level within Homburg et al.'s (2002) typology. Secondly, 'culture based perspective' is similar to the internal organisational parameters and finally the 'systems based perspective' focuses on the external aspect or business strategy as is the case with Homburg et al.'s (2002) typology. Teng and Barrows (2009) purport that there are influencing factors, which they term antecedents which could impact each of these service orientation perspectives resulting in the outcomes or consequences as identified in their framework.

Teng and Barrows (2009) postulate that the character-based perspective addresses employees' characteristics and is key for hospitality businesses which depend on quality interaction between employees and customers. The culture-based perspective which is at the organisational level is internally focused and suggests that there is some impact of the organisation's practices and culture that could impact on employees' behaviours and job performance. Teng and Barrows (2009) hypothesise that these organisational practices include: management support; leadership; organisational rewards; and company culture. Finally, the systems-based perspective of service orientation is outwardly focused with reference to business strategy, examining how links are fostered between the business and the customers.

Overall, the Teng and Barrows (2009) framework attempts to provide possible antecedents or factors that could influence service orientation at the three levels and likely outcomes. In reviewing the framework there are three concerns. Firstly, the antecedents were identified from combing through literature; however, they did not seek to test them to validate their theory about the impact on service orientation. Secondly, Human Resources Management (HRM) practices were identified as a consequence, whilst in their research it was noted that the HRM function of employee resourcing is critical in ensuring that the organisation selects employees who are predisposed to providing good service. In addition, these employees are not only more service oriented, but they respond well to service training. Therefore, based on their views, HRM could be classified as an antecedent and not a consequence. Finally, their framework gave no attention to employee motivation, especially at the Character-Based Perspective. The outcomes at this level are: job performance; organisational citizenship behaviour; and learning effect. These are likely to be influenced at some level by an individual's motivation. Curtis, Upchurch and Severt (2009) argue the motivation of employees within the restaurant is critical, particularly due to the high stress level of the industry. They further posit, that there should be an understanding of what motivates these employees. Their work appears to suggest that motivation, depending on the nature of the individual, could either be antecedent or an outcome.

Despite the criticism, Teng and Barrows' (2009) service orientation framework provides guidance to the areas which are explored at both levels, as their research surveyed some 63 articles around the topic of service orientation. The remainder of the literature review discusses service orientation using the broad levels at which Homburg

et al. (2002) conceptualised the construct, namely, the individual and organisational level. However, at the organisational level the review of literature is restricted to the organisational internal arrangements which are likely to impact on an employee's service orientation.

At the individual level, service orientation as a personality trait is explored along with other possible influencing factors, which are: the nature of work; emotional intelligence; perception of tips; and biographical data. At the organisational level, the construct is discussed highlighting the organisational arrangements that could have an influencing impact on service orientation at this level, namely: HRM practices; co-worker support; leadership and management support; service standards; and organisational culture.

Teng and Barrows (2009) is a key starting point in identifying areas to explore with reference to the literature review. The table below provides a comparison of the antecedents presented by Teng and Barrows (2009) and the areas examined in this literature review. **Table 2.2** shows a link between Teng and Barrows (2009) work and the areas discussed in this literature review. Teng and Barrows (2009) is a guiding principle for the areas considered for the literature review. Other areas, however, are examined that are indirectly related to their work such as nature of work and emotional labour and its possible impact on an employee's service orientation at the individual level.

Table 2.2: Comparison Between Teng Barrows and Literature Review Focus

	Teng and Barrows (2009) Antecedents	Literature Review Focus Areas
Service Orientation Conceptualized – Individual Level Homburg, Hoyer and Fassnacht (2002)	Personality Traits	2.4 Personality Traits 2.4.1 Primary Traits &. Surface Traits
	Job Position	2.5.1 Nature of Work 2.5.2 Emotional Intelligence 2.5.3 Perceptions of Tipping
	Length of Tenure	2.5.4 Biographical Data
Service Orientation Organisational Level Homburg, Hoyer and Fassnacht (2002)	Organisational Rewards	2.7.1 HRM Practices
	Co-Worker Support	2.7.2 Co-Worker Support
	Management Support Leader/Manager Behavior	2.7.3 Leadership & Management Support
	Organisational Identification	2.7.4 Service Standards 2.7.5 Organisation Culture

Source: Researcher

2.4 Service Orientation: Individual Level

Teng and Barrows (2009), drawing on the work of Yoon, Choi, and Park (2007), position service orientation at the individual level as pertaining to the personal traits of the service providers. Frimpong (2013), although agreeing with Teng and Barrows (2009), argues that service orientation at the individual level comprises of two aspects; in addition to the personal traits possessed by the service provider, Frimpong (2013) posits that it is also concerned with the employees' execution of the actual service delivery.

In the hospitality and tourism industry the inherent nature of services delivered is dependent to a large extent on the quality of interaction between service employees and customers. Employees' interactions with the customers are influenced by their personal traits (Teng & Barrows, 2009). Lee and Ok (2015) support this sentiment by arguing that the individual level construct of service orientation relates to the importance which a customer contact employee places on their customers' needs; and secondly the individual's natural predisposition to provide superior service to the customer through a desire to satisfy the customers' needs and in the process, receiving enjoyment through fulfilling the customers' needs.

Chu-Mei and Kuang-Jung (2006) highlight that an employee's predisposition or tendency to meet customer needs can be divided into two dimensions, that is, needs dimension and enjoyment dimension. The needs dimension pertains to the employee's beliefs about their ability to satisfy the customer needs. The enjoyment dimension speaks to the degree which serving customers enhances the service they provide to the customers. Chu-Mei and Kuang-Jung (2006) are suggesting that frontline employees' tendency to be service oriented is influenced by the belief in their capabilities to meet the customer needs and the actual satisfaction they receive from satisfying the customers.

At the individual level, service orientation is important as there is an apparent linkage between organisational profits and employees' service orientation. One of the key factors to success in service-oriented companies is the performance of frontline employees (Chu-Mei & Kuang-Jung, 2006). Susskind et al. (2007) concur with Chu-Mei and Kuang-Jung (2006) and argue that the service oriented behaviours and attitudes

of the frontline staff lead to creating satisfied guests or customers which translates to organisational success. However, they posit that especially within the restaurant industry, it is somewhat vague as to how the front-of-house staff's service-oriented behaviours lead to the guest experience. Tung et al. (2014) imply that when frontline employees are service oriented and desire to provide the required service to customers it results in customers developing a sense of loyalty which could translate into improved financial performance.

The literature is suggesting that employees who are service oriented are important to service businesses. Research on the subject proposes that employees who are naturally predisposed to being service oriented are confident in their abilities to meet the needs of their customers and they find a sense of enjoyment when doing so. However, whilst this appears so, Dienhart et al. (1992), Frimpong (2013) and Tung et al. (2014) amongst others purport that some employees are more service oriented than others; perhaps it is not always possible to recruit persons that are service oriented or there are mitigating factors which impact on persons' service orientation at the individual level. Torres and Kline (2006) do acknowledge that there is the possibility of mitigating factors, just as there are factors that impact individual motivation as noted by Herzberg Two-Factor theory (Herzberg, 1968). Herzberg's seminal work argues that there are two key aspects: intrinsic factors related to the job that would result in the employees being motivated to execute their tasks, such as achievement, recognition and opportunities for development. The second aspect is what Herzberg considered to be hygiene factors; if not present in the work environment they could create a measure of dissatisfaction. These factors included working conditions, supervision, compensation, company policies and co-workers (Furnham, Eracleous & Chamorro-Premuzic, 2009). Torres and Kline (2006) purport that it is possible that the absence of hygiene factors can cause employees to be dissatisfied and impact on other aspects of their work performance.

Given the various views, it can be surmised that there are persons that possess a natural predisposition to being service oriented (Hogan et al., 1984; Grobelna, 2018); and it is argued that there are persons who are more service oriented than others (Dienhart et al., 1992; Frimpong, 2013). In these instances, it is suggested that their service orientation skills can be developed; however, it is better to recruit persons who are service oriented (Teng & Barrows, 2009). Torres and Kline (2006) purport that it is possible that there

are factors that can impact employees who possess a natural predisposition to being service oriented.

2.4.1 Primary Traits and Surface Traits

Hogan et al. (1984) suggest that at the individual level, employees who are predisposed to being service oriented possess a behavioural syndrome, which is built up from a primary trait list and speaks to competency, mental health and the world of work. They argue that service orientation is a syndrome that comprises of elements of “good adjustment, likeability, social skill, and willingness to follow rules” (Hogan et al., 1984, p.173). Popli and Rizvi (2015) postulate that service orientation at the individual level speaks to:

A set of behaviours (actual acts) that include cooperation, helpfulness, and consideration, feeling personal responsibility for the work and going the extra mile that the employees display while interacting and delivering the service to their internal and external customers. (Popli & Rizvi, 2015, p. 61)

Therefore, based on the views of Hogan et al. (1984), Barrick and Mount (1991) and Popli and Rizvi (2015) service orientation is a behavioural syndrome that is influenced by primary personality traits. Employees who possess these primary traits are naturally predisposed to being service oriented. These traits include conscientiousness, emotional stability, agreeability, extroversion and intellect. Barrick and Mount (1991) coined these traits as the “Big Five” personality dimensions. In their research they found that conscientiousness was a predictor for all work category groups with reference to the completion of all work-related tasks. Barrick and Mount (1991) argue that extroversion, which is further broken down into subunits, includes being sociable, assertive, talkative, gregarious and active. Extroversion is therefore postulated as being necessary for jobs that require interaction with other people, such as those in the hospitality field.

There is some contention as to whether service orientation is a primary trait as argued by Hogan et al. (1984) or it is a surface trait as suggested by Geng, Liu, Liu, and Feng (2014) and Costen and Barrash (2006). Service orientation from a surface trait perspective indicates that an employee being service oriented is very contextual. They further present the argument that whilst the above five traits are primary traits, service orientation is not only a primary but can also be a surface trait. They reason that

situations affect a person's disposition, influencing their behaviour. They submit that surface traits are contextual as a person's general disposition to perform is altered depending on the situation. Service employees must present smiles, excitement, friendliness and empathy towards customers, when their internal feelings may be contrary to what would be deemed appropriate by the customer (Geng et al., 2014).

Surface traits highlight the fact that employees might not consistently display service oriented behaviours in all environments, and this could lead to the perception that some employees are more service oriented than others. It is possible that an employee who demonstrates interest in assisting a customer when paid, might not display that same care if not being paid (Costen & Barrash, 2006). They theorise that agreeableness, conscientiousness and extroversion are positively linked to service orientation, which is a surface trait; and employees that possess service orientated behaviours lead to positive customer behaviour. Therefore, they submit that employees who are service oriented display appropriate behaviour which will lead to the development of long-term customer relationships. (Costen & Barrash, 2006; Susskind et al., 2007)

Whilst there is the debate as to service orientation being a behaviour/primary trait at the individual level or a surface trait that is dependent on employees interaction, Frimpong and Wilson (2013) articulate that whilst an employee will be predisposed to being service oriented they must also display certain service behaviours. These service behaviours are highlighted in Frimpong's (2013) work which focused on the banking sector in Ghana. **Table 2.3** demonstrates the perspectives of key stakeholders when speaking with reference to service orientation: these being management; customers; and employees. **Table 2.3** shows that there is a gap in three areas between the customer expectations and that of the other stakeholders. Frimpong (2013) gives some insight into the high expectations that customers have when compared to employees and management. At the individual level, service orientation of a frontline employee will be assessed by the level of service they deliver (Dienhart et al., 1992; Frimpong, 2013; Tung et al., 2014).

Table 2.3: Various Perspectives of Service Behaviours

Themes	Perspectives of Managers	Perspective of Employees	Perspective of Customers
Meeting customer needs	✓	✓	✓
Helpfulness to customers	✓	✓	✓
Responsiveness/Giving Attention to customers	✓	✓	✓
Competence during service delivery	✓	✓	✓
Being quick to deliver service	N/A	✓	✓
Going extra mile to help customers	✓	✓	✓
Respecting customers/co-workers	✓	✓	✓
Proactive to customer needs	N/A	N/A	✓
Helping co-workers/team player	✓	✓	✓
Cheerfulness in serving customers	✓	✓	✓
Positive attitudes to service/smiling to customers	✓	✓	✓
Informing customers of service failures	N/A	N/A	✓

Source: Frimpong 2013, p. 63

In seeking to understand and conceptualise service orientation at the individual level, three clear themes emerged, and these are: behavioural trait/primary trait; surface trait; and service behaviours. **Table 2.4** gives a summary of the various authors' views.

Table 2.4 shows the views held by the various researchers that at the individual level service orientation is either a behavioural/personal trait or a surface trait. Where service orientation is considered as part of the employees' behavioural syndrome it appears that those employees would be naturally predisposed to being service oriented. Where employees' behaviours are influenced by situations and different context, it is said that in these instances, service orientation is considered a surface trait. Chu-Mei and Kuang-Jung (2006) postulate that persons can naturally be predisposed to being service oriented and it can also be a surface trait. **Table 2.4** highlights that along with holding the view that service orientation at the individual level is either a primary or surface trait, Frimpong (2013) adds another dimension, that an employees' service orientation is determined by the level of service they provide to the customer.

Table 2.4: Conceptualising Service Orientation at the Individual Level

Authors	Behavioural/ Personal/Primary Traits	Surface Traits	Service Behaviours
Hogan et al. (1984)	✓		
Dienhart et al. (1992)	✓		✓
Homburg et al. (2002)	✓		
Chu-Mei & Kuang-Jung (2006)	✓	✓	
Costen & Barrash (2006)		✓	
Teng & Barrows (2009)	✓		
Frimpong (2013)	✓		✓
Tung et al. (2014)			✓
Geng et al. (2014)		✓	
Lee & Ok (2015)		✓	✓

Source: Researcher

At the individual level, there are three main views on service orientation: persons are naturally predisposed to being service oriented; service orientation is contextual; and it reflects the behaviours displayed. There has been some suggestion in the literature that it is possible that service orientation at the individual level could be influenced by factors and the likelihood of this is examined.

2.5 Influencing Factors: Service Orientation at the Individual Level

This section discusses the areas that emerged in the literature which impact the service orientation of employees at the individual level. Teng and Barrows (2009) posit that service orientation at the individual level examines how service providers respond to the service process. In their work they highlight that at the individual level from a review of literature there were specific areas that appeared to influence employees' service orientation. Their work suggests that frontline employees need to be emotionally intelligent in order to effectively perform their tasks. They also imply that work characteristics such as the position held, length of tenure and the general nature of the job appear to impact on an individual's service orientation. Teng and Barrows (2009) suggest that the impact on biographical data should be explored to assess if there

is any relationship between employees' demographic data and employees being service oriented. Therefore, four broad areas are examined in this section. These are: nature of work; emotional management; perception of tipping systems; and biographical data.

2.5.1 Nature of Work

The hospitality industry is typically characterised by unsociable hours, shift work, low pay and is often times scrutinised as being less favourable even in societies where it is a significant contributor to GDP (Schneider & Treisch, 2019). Lee, Back and Chan (2015) echo a similar sentiment in their study on the quality of work life within the hospitality sector. They hypothesise that because of the nature of the industry in addition to the unsociable hours and issues surrounding pay, these jobs can be considered stressful. As a result, employees appear to have a desire to protect themselves from mental harm and therefore aspire to have good relations with fellow employees, employers and customers. A part of the desire to protect themselves could be largely due to the emotional nature of their job. DiPietro, Martin and Pratt (2019) purport that upscale and fine dining restaurants are incredibly stressful as customers expect superior service. According to Cho, Bonn, Han and Lee (2016), employment in the service industry is commonly referred to as emotional labour. In their work exploring workplace incivility within the restaurant setting, they mention that frontline workers come into contact with rude and aggressive customers and often must maintain a professional disposition even in unpleasant exchanges. Research suggests that incivility is seen as rude, mean and often insulting behaviour which contributes to much workplace stress especially for service providers (Beattie & Griffin, 2014; Lee & Ok, 2015; Cho et al, 2016).

Cho et al. (2016) submit that incivility and the emotional labour aspect of the restaurant work for frontline employees can impact employees' work performance. Kinman (2009) states that emotional labour is about the "effort, planning and control required to display organisationally desired emotions during interpersonal transactions" (Kinman 2009, p. 118). In everyday interactions, hospitality workers are required to alter their genuine emotions or suppress feelings so that they can display the required organisational outward countenance in compliance with expressed or implied display rules and standards (Lee & Ok, 2015).

Emotional labour is characterised as having two components: an external, which highlights employees' views of organisational emotional display rules; and the demand made upon them to conform to these rules; while the internal element addresses the employees' efforts to adjust and suppress inappropriate emotions that are not in keeping with the job role such as being sad, unhappy, and so on. These types of expressions are not deemed appropriate when interacting with customers (Kinman, 2009). Display rules speak to societal standards for appropriate emotions, behaviours and attitudes given particular circumstances (Lee & Ok, 2015). Display rules in terms of what can be considered as acceptable behaviour during service encounters with customers are normally communicated through employee orientation programmes, employee handbooks, monitoring of telephone calls, or mystery shoppers along with other methods which are all to ensure compliance with rules, and where non-compliance is identified employees can be penalised (Kinman, 2009).

Emotional labour can foster negative or positive consequences: negative impact includes dissonance, distress, cynical attitudes towards customers, just to name a few (Lee & Ok, 2015). Kinman (2009) argues that display rules do not always lead to negative consequences, as there is a possibility that congruence can be achieved between emotional display rules and the emotions being genuinely displayed. When this occurs, Lee and Ok (2015) postulate that this could contribute to the employee feeling a sense of accomplishment. Given the nature of hospitality work, its inherent by-products influence the shaping of job attitudes such as employee service orientation (Lee & Ok, 2015).

Geng et al. (2014) purport that emotional labour can also be viewed from the perspective of the type of acting an employee does during the execution of their work tasks. They argue that a frontline employee would either surface act or deep act during the execution of their job performance. Both deep acting and surface acting assist frontline employees in presenting the required emotions to customers. In surface acting employees fake their outward emotional displays without changing their inner feelings about the work environment. Employees who deep act regulate their external emotions and expressions through changing their internal feelings at the outset. It is theorised that deep acting skills rather than surface acting can allow employees to more

effectively manage the emotional nature of the restaurant business (Rathi, Bhatnagar & Mishra, 2013; Geng et al., 2014).

Another factor that can contribute to the emotional nature of the job and the unfavourable perceptions is job security. In most tourist destinations hospitality work is very seasonal creating the issue of job security (Lee et al., 2015; Schneider & Treisch, 2019). It is argued that due to the seasonality of the work, the sector is characterised by temporary employees, short term employment contracts and concerns about being unemployed (Darvishmotevali, Arasli & Kilie, 2016). They submit that the fear of job insecurity leads to stress and anxiety. Charles and Marshall (1992) in a much older study undertaken in the Bahamas, note that job security was not a key factor but a desire to have improved salaries was the number one issue that impacted employees in the hospitality industry. Darvishmotevali et al. (2016) tabled in their work that job insecurity is a serious concern that creates stress, adds to the emotional nature of the job and ultimately impact on employees being service oriented which is reflected in their job performance.

The literature suggests that although there are persons that find enjoyment from performing these jobs in the front-of-house in the hospitality sector, working in upscale restaurants can be emotionally stressful given the guests' demands for superior service and at times their incivility (Cho et al., 2016; DiPietro et al., 2019). The stress of the emotional labour can impact on employees being service oriented, especially for those employees who are not naturally predisposed to being service oriented. Employees, for whom service orientation is more a characteristic of a surface trait, would find themselves surface acting which could make the job more stressful. However, it is suggested that exposure to deep acting strategies reduce their emotional impact when delivering service (Rathi et al., 2013; Geng et al., 2014). Employees who are naturally predisposed to being service oriented are more likely to deep act; however, it is argued that this can have long term effects that can be detrimental to their mental health (Yeh, 2015). Upscale restaurants are not normally plagued with high turnover rates as other segments of the industry as they rely on the tenure of staff to provide the consistency in service (DiPietro et al. 2019). Job security is not normally a key issue for upscale restaurants. It is possible, however that the customer demands and the constant need to regulate their emotions to reflect the acceptable norms of the restaurant overtime can

impact on the employees' job performance and them being service oriented, even in instances where persons are deemed to be service oriented (Rathi et al., 2013; Geng et al., 2014).

2.5.2 Emotional Intelligence

Emotional intelligence can be considered as a subset of social intelligence, which refers to the ability to monitor and discriminate feelings and emotions that pertain to self and others, ultimately using this information to guide one's thinking and actions (Salovey & Mayer, 1990). These early researchers in the field of emotional intelligence coined it as "a set of skills hypothesized to contribute to the accurate appraisal and expression of emotion in oneself and in others, the effective regulation of emotion in self and others, and the use of feelings to motivate, plan and achieve in one's life" (Salovey & Mayer 1990, p. 185).

Lee and Ok (2015) reason that emotional intelligence is an important requirement for workers in the hospitality field especially given the nature of their work. They submit that persons who possess high levels of emotional intelligence would be more successful in service delivery jobs. This is possible as these individuals tend to be more aware of the feelings and emotions of their customers and therefore are more willing to adapt their emotions to the needs of their customers. Lee and Ok (2015) attempt to claim that service employees who can understand and anticipate their customers' thoughts and feelings will therefore have a better understanding of their needs and would be able to select an ideal course of action that would satisfy the needs of the customers. Yun-Tsan and Yi-Chen (2017) agree that employees who possess high emotional intelligence are better suited, but their reasoning differs. They argue that emotionally intelligent employees appear happier with life which translates into them being more productive and service oriented and less likely to retaliate to rude or aggressive customers with the provision of poor service.

Geng et al. (2012) purport that emotional intelligence could also be useful for frontline staff as a moderator of their feelings and emotions, given the stressful nature of their job. Jung and Yoon (2015) support this and postulate that emotional intelligence is not only a resource to allow frontline employees to interact with customers, but it also allows them to personally cope with their emotionally exhausting jobs. Whilst emotionally intelligent employees are capable of effectively employing deep acting

strategies, in the long term it can result in negative consequences such as job burnt out, depression, decrease in feelings, along with other issues (Ashforth & Humphrey, 1993; Yeh, 2015).

Emotional intelligence appears to be viewed from two perspectives: one relating to the employee; and the second to the customer. Emotional intelligence appears to be a resource, skill or trait necessary for frontline employees in the hospitality field, firstly for employees to effectively manage their own emotions and secondly, as a strategy which allows for successful engagement with customers. It is argued that emotionally intelligent employees within the hospitality industry are likely to display more service oriented behaviours, which influences whether the customers have a high or low customer satisfaction experience, which would translate into positive or negative publicity for the businesses (Jung & Yoon, 2015; Yeh, 2015; Lee & Ok, 2015).

From the literature it can be inferred front-of-house employees that are emotionally stable are more likely to possess higher levels of emotional intelligence which would allow them to effectively engage with customers and be more equipped to handle the pressures of high-end restaurant environments (Geng et al., 2014; Yi-Chen, 2017). Yun-Tsan and Yi-Chen (2017) imply that employees with high emotional intelligence adopt deep acting strategies which allow these employees to regulate their emotions more effectively.

2.5.3 Perceptions of Guest Tipping

Guest tipping is considered at the organisational level as a subcomponent of the human resources management practices. It is necessary however, that it is discussed here at the individual level. Tipping is a voluntary after-the-fact economic transaction which contributes significantly to front-of-house staff earnings (Namasivayam & Upneja, 2007; Bujisic, Wu, Mattila & Bilgihan, 2014). A key aspect of tipping at the individual level is the perception of fairness. Namasivayam and Upneja, (2007), in researching the perception of fairness with reference to tipping systems, commented that employees perceive tipping systems where tips are pooled to be the least fair. Their research indicates that employees prefer some measure of control over their tips earned although being aware that they could be forced to serve an obnoxious customer at times just to earn their tips.

There is some debate as to what constitutes fairness with reference to the distribution of tips. Front-of-house employees often feel uncertain about their income as a large portion of it is derived from their tips. Therefore, they are often opposed to the equal distribution of the tips. In instances where the back-of-house team shares in the tips, the front-of-house staff may perceive inequity in the distribution of the tips (Lin & Namasivayam, 2011).

Reflecting on the work of Shamir (1983) and Gatta (2009), Lin and Namasivayam (2011) articulate that appropriate equitable tipping distribution is important as they can have an impact on restaurant employees' motivation, efficiency, and performance. Where tips are perceived to be fair, they do have the advantage of motivating the employees to deliver friendlier and more personalised service (Lynn, 2017).

Lin and Namasivayam (2011) claim that employees' perception of the tipping system impacts their service oriented behaviours and general interaction with the guest. However, Bujisic et al. (2014) present the other side of the argument and indicate that the customers' perception of the genuineness of the front-of-house staff's friendliness, smile, and attitude impacts on how customers tip. Therefore, the possibility does exist that there is a link between an employees' ability to deep act and the tips received. Consequently, employees who are: naturally predisposed to being service oriented; have higher emotional intelligence; and possess the ability to employ deep acting strategies could appear more genuine and authentic in the delivery of their service resulting in them receiving higher tips (Trogakos, Jackson & Beal, 2011; Bujisic et al., 2014). Whilst this could be true, the perception of the tipping system employed by the restaurant does impact on the employees' attitude and even the service the front-of-house employees deliver (Namasivayam & Upneja, 2007; Gatta, 2009).

2.5.4 Biographical Data

Studies have been undertaken to determine if biographical data can be an influencing factor in various outcomes within businesses. For instance, Drakeley, Herriot and Jones (1988) propose that there is a correlation between biographical data and the successful completion of training programmes. Chait, Carraher and Buckley (2000) suggest that a personality instrument which uses biographical data could be helpful in the selection process to identify service oriented candidates. A more recent study by Becton, Matthews, Hartley and Whitaker (2012) theorise that biographical data is a good

indicator to predict work performance of future nurses without it being discriminatory to the various minority groupings.

Drakeley et al. (1988) suggest that biographical data has three categories which are: background; achievement; and motivation. Biographical data includes life experiences, job history and education (Becton et al., 2012). Teng and Barrows (2009) state that biographical data includes personality characteristics, experiences, length of tenure, gender, age, marital status and education. Biographical data is examined through the three broad themes presented by Drakeley et al. (1988), as this work did not merely list types of biographical data but provided a broad framework to group such data.

Biographical data being explored with respect to background are age, marital status, life experiences, and gender. Yen et al. (2016) indicate in their research which covered a wide cross-section of businesses in the food and beverage industry in Taiwan, that there is a link between age and service orientation. They observe that older employees are more service oriented; they are more positive about their job and demonstrate a higher level of commitment. They theorise that employees who possess a low service orientation would have exited their jobs when they realised that it was not a good job fit for them.

Zopiatis, Krambia-Kapardis and Varnava (2012) suggest that industry stakeholders must now start focusing their attention on these younger persons known as generation Y-ers. They cite Baldonado and Spangenburg (2009) who argue that to motivate and engage this group, strategies must be developed which address: work life balance; working conditions; salary; management relationships; and growth opportunities. This is critical to attract Y-ers to an industry which is characterised as one with poor social status, below average remuneration and antisocial work schedules (Baum, 2006; Wildes, 2005; Lucas, 2004; Walmsley, 2004 & Pratten, 2003, as cited in Zopiatis et al., 2012).

Some research has explored the perception of gender differences within the hospitality sector (Lynn & Simons, 2000; Luoh & Tsaur, 2007). Luoh and Tsaur (2007) posit that stereotypes exist such as attractiveness and gender. They note that some hold the belief that a gender group may be better at delivering a specific type of service. Hall (1993) argues that a belief exists that male Waitstaff are better suited for upscale and fine

dining restaurants, whilst females are more appropriate for the family/casual dining restaurants. Luoh and Tsaur (2007) explore this perception and their findings suggest that when there are no service issues females appeared to be more service oriented in the delivery of their service than their male counterparts. The research proposes that female Waitstaff's display of empathy, assurance and reliability was better than the male servers. However, when there were service issues, there was no distinction between the genders with respect to the service delivered.

Work experiences, education and length of tenure are being classified as achievement oriented biographical data. Yen et al. (2016) explore whether there is a link between education and service orientation. This characteristic was found to have no correlation with service orientation. The older employees did not have any higher qualifications; however, they had experience and were more service oriented. The younger employees were qualified but less experienced and their intent to quit or exit was higher than the older employees. DiPietro et al. (2019) exploring talent management practices in two fine dining restaurants, note that employees appeared to have longer tenure and their intention to quit was not as high as in other hospitality sectors. They further argue that it was the length of tenure which on average was around six years that led to the consistency in the delivery of service. Their work theorises that there is some level of relationship between length of tenure and quality of service delivered in upscale restaurants. This discussion reveals that work experience and length of tenure appear to be influencing factors with reference to employees being service oriented as opposed to educational qualifications. Gill, Sharma, Mathur and Bhutani (2012), in their research on the restaurant industry both in Canada and India claim that work experience does impact on employees' interaction with customers.

The motivational aspect of the biographical data is the last area being explored in this section. Motivational aspect is the personal characteristics of the frontline staff. Personal characteristics are seen as the narrower nuances within the broader personality traits (Carrillo, Prado-Gascó & Fiszman, 2012). Mooney, Harris and Ryan (2016) postulate that hospitality workers who are proficient at their jobs in New Zealand are found to be devoted, committed and passionate. They also note that employees who possess these characteristics remain in their jobs even if they are entry level positions.

Crawford (2013) agrees to some extent that a person can be predisposed to deliver service due to internal factors such as personal characteristics and traits. Whilst her work supports Yen et al. (2016), she submits that in addition to personal characteristics, there are external factors identified that can influence persons being service oriented such as life experiences and their background. The article did not specifically indicate how it does so; however, it revealed that biodata can be an influencing factor at some level.

2.5.5 Summary: Individual Level Factors

Homburg et al. (2002) in their service orientation perspective asked the question “to what extent is individual employees service oriented?” (Homburg et al., 2002, p.87). This survey of literature highlights that there are some factors that can influence the extent or level of an employee’s service orientation even for those employees who are naturally predisposed to being service oriented.

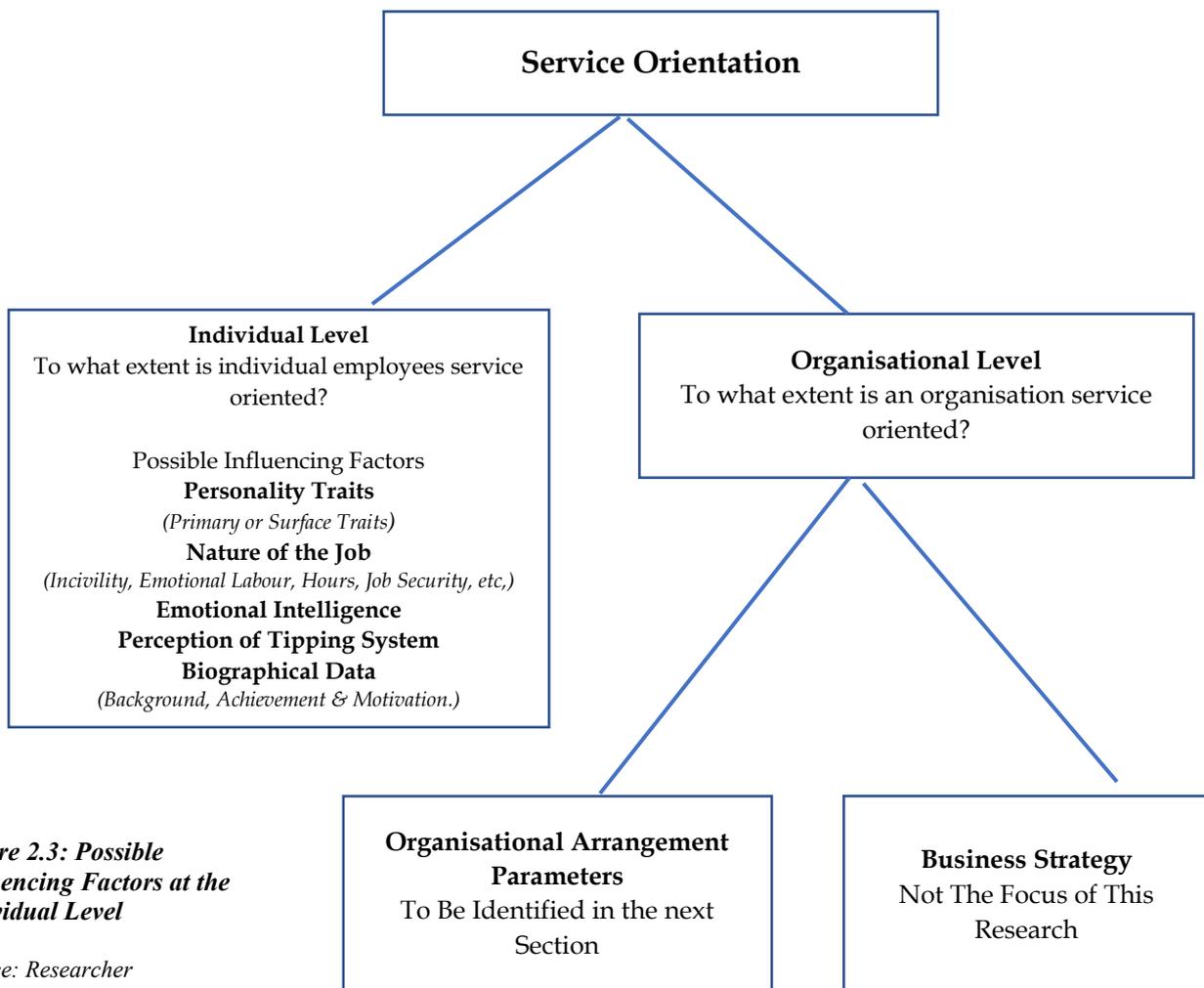


Figure 2.3: Possible Influencing Factors at the Individual Level

Source: Researcher

Figure 2.3 summaries the factors that were identified that could be possible influencing factors on service orientation at the individual level and which will be examined in this research to determine to what extent or if at all there are influencing factors with respect to employees' service orientation at the individual level.

This section examined the works of various authors to identify possible factors which could influence service orientation of employees at the individual level. The literature posits that the very nature of the job can be emotionally exhaustive, needing to draw on surface or deep acting skills. The literature presents emotional intelligence as both a resource and a coping strategy. It can be determined, if it is one or the other, or both perspectives should be embraced. The literature demonstrates that front staff perception of the fairness of the tipping policy can be a possible influencing factor. Research suggests that age, gender, life experiences and marital status can have an impact on employees' service orientation (Crawford, 2013; Yen et al., 2016). Finally, there is the view that personal characteristics such as being passionate, knowledgeable, and devoted, could be influencing factors on service orientation (Abbasi & Alvi, 2013; Mooney et al., 2016).

These five factors presented in this section as identified in **Figure 2.3** will be investigated and analysed with reference to their influence on employees' service orientation. This discussion helps shape the second research question: **“What factors at the individual level influence employees' service orientation within the Restaurant Group?”**

2.6 Service Orientation: Organisational Level

Popli and Rizvi (2015) posit that service orientation at the organisational level is embraced in the organisational philosophy resulting in it being evident in the company's corporate culture, organisational climate and business strategy. Therefore, this appears to be in sync with Homburg et al.'s (2002) service orientation typology, which argues that the organisational level has two aspects: internal arrangements such as the climate and culture, and the external focus which would be expressed in the business strategy.

The internal organisational parameters also include an embracement of organisational-wide policies, procedures and practices that seek to reinforce, support and reward service oriented behaviours and excellence (Teng & Barrows, 2009). Lee and Ok (2015) imply that service orientation at the organisational level includes policies, procedures and practices. However, they submit that it must also include organisational support which would include: service standards; reinforcement of service; training; service systems; and philosophies, which influence the culture of the organisation as these can have an impact on employees being service oriented.

Chu-Mei and Kuang-Jung (2006) and Johnson et al. (2018) suggest that even employees who are predisposed to being service oriented can be influenced by organisational parameters such as training, management and leadership styles, service systems and other interventions. Also, having an understanding that service orientation is also considered a surface trait (Geng et al. 2014; Lee & Ok, 2015) and therefore influenced by situations; it is beneficial to examine organisational factors and their impact on employees service orientation (Gazzoli, Hancer & Kim, 2013; Johnson et al. 2018). The literature implies that organisational parameters can have an influence on employees' service orientation regardless of whether it is a primary or surface trait.

Organisational level service orientation is increasingly becoming an area of interest for researchers especially as to how it impacts on the service orientation of employees within the hospitality sector. Teng and Barrows (2009) postulate that organisational level factors such as culture, management support, leadership style and organisational reward, for instance, do have an impact on the employees' attitudes displayed within the hospitality sector. Supporting this view is Yen and Liu (2013) who argue that managers' leadership style is a mediating factor on employees' service orientation. Therefore, research suggests that organisational level service orientation practices could influence employees' service orientation.

It can be argued that organisational culture can contribute to the creation of sustained competitive advantage by way of cascading the beliefs, norms and values to all employees in the organisation (Koutrounmanis, Alexakis & Dastoor, 2015). Therefore, service orientation as a corporate culture impacts on the norms, values, beliefs and behaviours of employees in the organisation (Popli & Rizvi, 2015). This view is supported by Urban (2009) who conducted research in Poland on 230 service entities.

The main conclusion of the research is that organisational service orientation has an impact on individual employees and the service they deliver.

Polyhart et al. (2009) offers another perspective by submitting that the service orientation at the organisational level reflects all the knowledge, skills, competencies and abilities of the individual employees. Their argument is that the individual employee's service orientation can have an impact on the collective service orientation of the organisation. They theorise that the service orientation at organisational level can be almost cyclical in nature, where the collective attitudes of the employees can become a factor that influences employees' service orientation. Therefore, the internal organisational parameters are suggested as being important in shaping these behaviours and attitudes (Polyhart et al., 2009; Gazzoli, Hancer & Kim, 2013; Johnson et al., 2018) and should be investigated to determine its influence on individual employees' service orientation.

2.7 Influencing Factors: Service Orientation at the Organisational Level

In this section attention is given to those organisational level factors which influence service orientation as raised in Teng and Barrows' (2009) framework as featured in **Figure 2.2** and the specific factors being examined are captured in **Table 2.2**, which presents a comparison between the factors in their work and those being investigated in this research. Building on their work, these factors are examined in relation to their effect on individual employee's service orientation. The factors include: human resources management practices; co-worker support; management and leadership styles; service standards; and organisational culture.

2.7.1 Human Resources Management Practices

HRM is a management philosophy that is geared towards managing the organisation's human capital in a strategic manner to ensure that the company achieves its objectives (Ihionkhan & Aigbomian, 2014). They highlight that HRM activities typically include recruitment, selection, compensation, rewards, training, development, promotion, performance management, grievance handling, and overtime management. They postulate that organisations need to focus on developing HRM policies which demonstrate they care about their employees. Ihionkhan and Aigbomian (2014) submit that this would contribute to higher levels of employee commitment; employees would

be more focused on their responsibilities, more involved in the organisation and more innovative, therefore, organisations would be more likely to achieve their goals.

The role of HRM in service oriented businesses was explored by Wang and Xu (2017) in the banking sector in China. They suggest that HRM policies should concentrate on developing high performing work systems (HPWS) that are focused on creating a service oriented culture within the organisation, which would translate into employees being more service oriented. This, they argue, is achieved through focusing on recruiting persons with service ability, developing skills and motivation through service training, providing performance feedback on service behaviours and utilising service-based compensation. The importance of the recruitment and selection process was reiterated by Grobelna (2018) who purports that this human resources' function should include an assessment that focuses on the level of service orientation, as this would allow for a better person-job-fit. Peng and Mao (2014) argue that where a good person-job-fit is achieved the employee would be able to competently perform their role with little work-related stress.

Lee et al. (2015) recognise and support the importance of HRM strategies within the hospitality sector. However, they argue that the perception of the lack of general fairness and transparency with HRM practices, especially with respect to compensation and the performance appraisal processes could result in both poor job performance and service delivery within the hospitality sector. They posit that this largely stems from employees becoming frustrated. This supports the work of Naidu and Chand (2014) who examine HRM practices in tourist destinations. They comment that the HRM practices that are of great importance to the employees within the hospitality sector are ones that maximise their motivation. These would be with respect mainly to compensation (Charles & Marshall, 1992; Naidu & Chand, 2014; Lahiri, 2015).

Charles and Marshall (1992) and Naidu and Chand (2014) writing specifically about motivating hourly paid, unskilled and semiskilled Caribbean hospitality workers found that these workers were more motivated by earning higher wages as opposed to career advancement and personal advancement opportunities. A study of Jamaican Guest Workers in the US hospitality sector also showed that financial reward was an important factor along with exposure to interacting with persons from different cultures (Taylor & Finley, 2009). It also appears that Caribbean hospitality workers desire rewards that

recognise their performance, work ethic and service provided as opposed to across the board increases (Charles & Marshall, 1992). Lahiri (2015) supports this notion and argues that front-of-house workers should achieve salary increases based on their respective individual performance.

Charles and Marshall (1992) postulate that this finding differs from studies conducted within North America. This could be influenced by the fact that many of these workers, according to Lee, Back and Chan (2014), are undervalued and under rewarded. Therefore, in keeping with Maslow's Hierarchy of Needs Theory, it may be that they are not disinterested in personal development or promotion, but they are still at the level of seeking to satisfy their physiological and safety needs.

Incentivising the front-of-house staff is normally accomplished through the tipping system. Lin and Namasivayam (2011) caution businesses to ensure that the tipping system implemented is appropriate for the organisational culture and appears fair and equitable to employees. This includes the use of service charge, which represents a percentage added to the customer's bill for the service rendered. There appears to be a mixed view with reference to service charge. Research shows that restaurant front-of-house workers find it favourable when service charge is added to the bill and the front-of-house workers are allowed to keep all of their tips; whilst back-of-house persons in this scenario benefit from the service charge. There are also those front-of-house employees that detest the idea of service charge as it is perceived to hinder them from achieving greater tips especially at the high-end restaurants (Lin & Namasivayam, 2011). There is also the perception that management might not fairly distribute the service charge or use it for other purposes (Lin, 2014). If financial compensation is such an important factor, it is possible that the reward and compensation system can have an impact on employees' service orientation.

There appears to be a consensus that training within the hospitality sector is important (Poulston, 2008; Davidson, McPhail & Barry, 2011; Ballesteros- Rodríguez, Petra & Carmen, 2012; Johnson et al., 2018). The training function is critical for restaurants that pride themselves on competing on quality service delivered by their food and beverage teams. In these restaurants, training should be continuous and systematic (Davidson et al., 2011; Ballesteros- Rodríguez et al., 2012). They argue that training should be developed in such a way as to ensure that learning is transferred. There is

research that suggests that effective training can play a positive role, not only in assisting in effectively operationalising the restaurant's standards, but can contribute to increased job and customer satisfaction, a reduction in employee turnover and employee engagement (Ballesteros-Rodríguez et al., 2012; Johnson et al., 2018).

Whilst training appears to be a challenge for some, it is purported that within the hospitality sector in the Caribbean, including Barbados, training is one of the HRM practices the sector appears to readily embrace (Hinds, Browne, Henry, Jayawardena & Butcher, 2004; Alleyne et al., 2006; Naidu and Chand, 2014).

There appears to be a consensus amongst many researchers that training is vital especially for employees in those settings providing personalised service (Davidson et al., 2011). In light of this, training could have an impact on employees who are predisposed to be service oriented. Employees, who are not as service oriented could still be influenced by training (Teng and Barrows, 2009), although maybe not to the same degree as persons who are naturally predisposed.

Some organisations lack HRM practices as Naidu and Chand (2014) highlight, but a key area where this is obvious, especially when employees are sensitive about job security, is with respect to how employee discipline is addressed (Head and Lucas, 2003; Franklin & Pagan, 2006; Cole, 2007). Franklin and Pagan (2006) suggest that discipline is a management process to encourage employees to comply with organisational standards. Head and Lucas (2003) submit that although some countries have legislative frameworks, some managers might still seek to find ways to exploit situations to terminate employees. They note that there has been improvement in the employee and employer relations within this sector but there are still some abuses which are evident and can negatively impact on employees. Cole (2007) concludes that the issue of discipline will always present a challenge for management and employees. However, she disagrees with Head and Lucas (2003), as she notes that whilst HR Managers advocate for consistency, the Line Managers are both inconsistent and lenient in the application of the disciplinary process. She argues that the managers are more concerned about the immediate need of the work unit and the desire to possibly maintain cordial work relationships with line staff to achieve work goals. Chelliah and Tyrone (2010) suggest that progressive discipline which focuses on motivating

persons towards excellence could be the balance between the Line Managers and HR Practitioners.

The treatment of employee discipline can be an influencing factor from three aspects: one, as a tool of control where managers seek to use the system to get employees to comply with rules and standards against a backdrop of being threatened with discipline or termination in instances of non-compliance (Head & Lucas, 2003); two, failure to have consistency in the application of disciplinary procedure can send a negative message to the staff (Cole, 2007); and three, discipline should be executed in a progressive manner which fosters the development of the necessary service orientation skills. The approach to discipline will impact the employees' service orientation. Where there are inconsistencies in the application of discipline or the system is perceived as being manipulated to terminate employees this can negatively impact employees being service oriented.

The literature suggests that that HRM interventions in a hospitality business can have an impact on employees' service orientation. Employees who are not naturally predisposed or where service orientation is a surface trait can be trained and motivated to deliver the appropriate service oriented behaviours. (Chu-Mei & Kuang-Jung, 2006; Johnson et al., 2018; Meyer, 2019). Meyer (2019) postulates that within the hospitality sector HRM practices should be designed to encourage high level of customer service driven performance.

2.7.2 Co-Worker Support

Another area which Teng and Barrows (2009) highlight at the organisational level as a possible influencing factor on employee service orientation is co-worker support. Co-worker support is determined by the extent an employee believes their co-worker is aiding in the completion of required service duties (Susskind et al., 2007). Tews, Michel and Ellingson (2013) indicate that there are two aspects to co-worker support: instrumental support which is technical and relates to completing tasks; and emotional support which is grounded in friendship and personal concern. It is suggested that co-workers who support each other have more resources at their disposal to effectively manage customer interactions, as they can share strategies, provide emotional support and provide useful customer insights (Liaw, Chi & Chuang, 2009). It has been theorised by Liaw et al. (2009) that this co-worker support can lead to higher service

orientation as co-workers are motivated to tackle challenging customer situations. It is postulated that within the hospitality industry co-worker support is necessary in ensuring customer satisfaction.

Co-worker support is seen as having an impact on service oriented behaviours of other colleagues. However, what is absent is which component of co-worker support is vital within the restaurant sector, technical support or emotional support, in relation to influencing the service orientation of the employees. Also, Gjerald and Øgaard (2010) submit that it is in the managers' interest to understand the perceptions and challenges that exist with co-workers as this could possibly identify areas for staff training.

Susskind et al. (2007) implies that the perception of co-worker support could positively or negatively impact employees' service orientation and those who are naturally predisposed to being service oriented may not be necessarily exempt. It can be argued that those that are predisposed to being service oriented would more than likely provide co-worker support as part of their behavioural syndrome is being cooperative (Hogan et al., 1984; Popli & Rizvi, 2015).

2.7.3 Leadership & Management Support

In Teng and Barrows' (2009) work, similar to co-worker support, they theorise that leaders and managers' behaviours could have an impact on front-of-house employees within the restaurant environment. Ogbeide and Harrington (2011) conducted research within the restaurant sector in the USA and postulate that those restaurants which embraced a more participative management style and include their frontline staff in decision making had a better overall service and financial performance.

Therefore, where employees are valued and treated as an asset it appears to have a positive impact on their service orientation (Ogbeide & Harrington, 2011; Popli & Rizvi, 2015). Service oriented organisations should endeavour to ensure that their employees are highly engaged as there appears to be a positive correlation between highly engaged employees and organisational success (Popli & Rizvi, 2015). Engaged employees are those who demonstrate passion in the execution of their tasks, a deep connection to their place of work and seek to move the organisation forward. This view is supported by Yang et al. (2018) who argue that engaged employees perform at a higher level. Their research examined 228 persons at supervisory and middle

management positions. They posit that persons in these positions play a critical role in positively or negatively influencing their direct reports.

There appears to be a link between the leadership style demonstrated and employee engagement (Dai, Dai, Chen & Wu, 2013; Yang et al., 2018). Popli and Rizvi (2015) acknowledge that there are numerous leadership approaches, but their work focused on leadership theory developed by Avolio and Bass (1991) which explored three typologies of leadership behaviours: transformational; transactional; and passive-avoidant.

The key tenets of transformational leadership are: idealised influence; inspirational motivation; intellectual stimulation; and individualised consideration. Transformational leaders possess the ability to get their followers to internalise the organisational goals, thereby positively influencing their attitudes and beliefs. This style builds trust and creates a shared vision for the organisation. Transactional leadership on the other hand uses a process of exchange to motivate the employees by focusing on the employees' reasons to work. This is achieved through the use of position, policies and other internal systems. Passive-avoidant leadership addresses situations typically when a problem arises (Popli & Rizvi, 2015). Liaw et al. (2009) submit that transformational leaders, through their support, clarify the organisation's vision and plans and are therefore able to get their employees to assume additional responsibilities and engage in more pro-social behaviours which translate into improved service interactions.

Dai et al. (2013), investigating leadership and management support within the hospitality sector in Taiwan, found that there is a need to incorporate both transformational and transactional leadership. They articulate that these two leadership approaches can be used simultaneously to achieve the best results. They acknowledge that transformational leadership would inspire employees to achieve organisational goals. However, transactional leadership supports transformational leadership by implementing policies that are perceived to be fair such as reasonable compensation. Dai et al. (2013) suggest that when employees perceive that they are being treated fairly they are likely to be more committed to delivering the required service. They argue when both types of leadership styles are simultaneously employed, it can foster the required service oriented behaviours.

It is important for the leadership and management style used to reflect an understanding that there is a psychological contract between the employer and employee (Suazo, 2009; Krishnan, 2011). The psychological contract is an unwritten expectation between both parties, which speaks to the quality of supervision, good working conditions, and fair pay in exchange for performance (D'Annunzio-Green & Francis, 2005; Ahmad & Zafar, 2018). The psychological contract can be damaged or broken, according to Jawahar and Schreurs (2018) when employees fail to trust their managers. They argue that managers who violate this trust would be seen from the eyes of employee as being uncivil. Incivility can be viewed as a manager displaying rude, discourteous, demeaning and insulting behaviour towards an employee (Beattie & Griffin, 2014; Cho et al., 2016). They also indicate that the perception of incivility can extend to the lack of support from managers when having to address challenging or abusive customers, or anything that results in a lack of trust or loyalty in the relationship. Management incivility can negatively impact on the employment relationship (Cho et al., 2016; Jawahar & Scheurs, 2018). It is important that managers be coached to have a better understanding of the psychological contract (D'Annunzio-Green & Francis, 2005). Suazo (2009) argues that when employees perceive that their psychological contract has been breached it can result in negative attitudes within the workplace which ultimately impact on organisational commitment, intention to quit and employees being service oriented.

Management and leadership style demonstrated within the restaurant setting can be influencing factors with reference to employee service orientation. Positive behaviours can be modelled that would foster commitment, engagement and service oriented behaviours (Martin & Fraser, 2002; Pettijohn, 2004; Ogbeide & Harrington, 2011). In situations where leaders, managers and supervisors demonstrate unethical behaviours, failure to keep commitments, breach of trust and unfair work practices lead to damaging the psychological contract impacting on workplace performance. Suazo (2009) argues that his research can be generalised as his study consisted of persons that were considered predisposed to being service oriented. Therefore, there is a possibility that leadership and management behaviours influence the perception of the psychological contract between the employer and employee and which can impact on employees' service orientation.

2.7.4 Service Standards

In Teng and Barrows' (2009) framework the last factor at the organisational level is organisational identification. Brown (2017) articulates that organisational identification has been accepted as the alignment between employees and organisational identities resulting in a measure of unity. The focus is to get persons to identify with the organisation. This can be achieved through the organisation norms, values and practices often viewed as the organisational culture. It can also be achieved through service standards.

Organisational standards are either informal or formal and are expressed as service standards, guidelines, organisational missions, policies or procedures. The hospitality workers are expected to identify with these rules and standards. Douglas (2013) theorises the importance of organisations having systems to achieve its goals and objectives. These systems should include organisational standards.

At the organisational level, service standards assist in fostering a service oriented climate and in shaping the organisations' norms, values and culture which seeks to create organisational identification (Lee & Ok, 2015). Susskind et al. (2007) concur and state that service standards provide the guidelines and framework by which service providers perform their duties and this is the measuring rod by which the same duties are evaluated. The provision of standards ensures that co-workers and supervisors are working towards achieving the common goal of customer satisfaction. Lai, Lui and Hon (2014) acknowledge that within the hospitality environment, frontline staff is normally trained to deliver service within the established standards. However, they posit that some latitude could be considered which provides some level of autonomy and creativity in the delivery of the service. This could lessen the effect of the emotional nature of the job. They further argue that whilst standards are necessary, customers can tell when service is scripted, and it can be less appealing for some diners.

Service standards can consist of: organisational goals and objectives; management expectations with reference to job performance; and the demand placed on employees to achieve organisational goals and to perform at the required level (Susskind et al., 2007). It can be argued that display rules are also embodied in the organisations' service standards. Display rules can be defined as "societal standards for appropriate appearance of particular emotions, attitudes and behaviours in particular situations"

(Ekman & Friesen, 1975 as cited in Lee and Ok 2015, p. 441). Liu and Cho (2018) offer another definition for display rules. They define them as “standards that an organisation requires their employees to express in their emotions and attitudes when delivering service” (p. 1905). Both definitions suggest that display rules set the expectations for the behaviours, attitudes and emotions that the employees are required to demonstrate.

Display rules are reinforced by the human resources practices, core values and organisational philosophies, amongst other things within the business. Display rules provide guidance for employees by ensuring that they demonstrate appropriate emotions and behaviours when interacting with customers (Lee & Ok, 2015). Whilst appearing necessary for service entities, the desire or need to constantly conform to the organisation’s rules can deplete the employees’ energies resulting in them becoming emotionally exhausted (Liu & Cho, 2018).

Susskind et al. (2007) purport that service standards provide the lens through which employees assess their co-workers and supervisors. They postulate that supervisors are to ensure that employees understand the standards during service, and that supervisors need to lead by ensuring teamwork and remaining focused on the standards in providing guidance for line staff. This view is captured below in the model of Guest-Server Exchange, **Figure 2.4**.

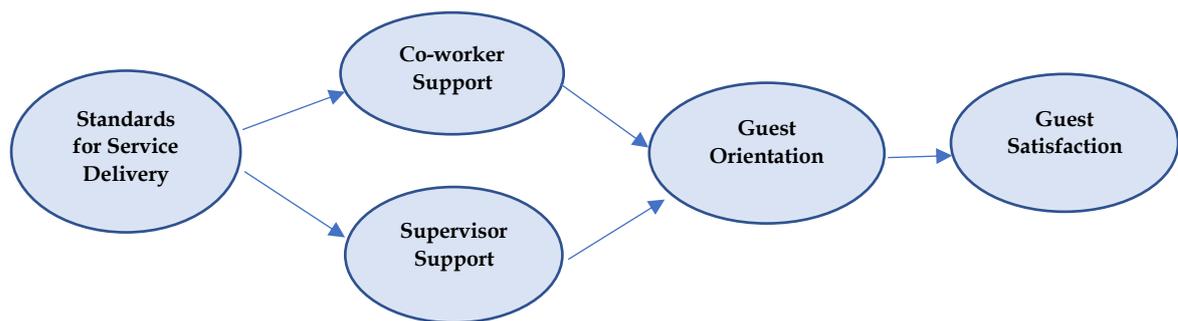


Figure 2.4: Proposed Model of the Guest Service Process and Organisational Outcomes
 Source: Susskind, Kacmar and Borchgrevink 2007, p. 372

The above model demonstrates that it requires both the supervisor and co-workers to deliver the required service to customers. **Figure 2.4** assumes that the service standards

provide a reminder to both co-worker and supervisor/manager of their job responsibilities and expectations.

Liu and Cho (2018) suggest that hospitality organisations must have the necessary resources to foster the necessary service behaviours. Social media provides valuable information which could assist in re-examining the service standards of the company (Bilgihan, Peng & Kandampully, 2013; Sotiriadis, 2016). The feedback from social media according to Sotiriadis (2016) and Kim, Lim and Brymer (2015) could result in improvement in organisational standards and company performance (Bilgihan et al., 2013). Employees who are naturally predisposed to being service oriented will seek to comply with organisational rules and standards (Hogan et al., 1984). According to Johnson et al. (2018) however, theorise that it is possible that employees who are not service oriented can be developed to comply with the organisational standards.

2.7.5 Organisational Culture

This section explores organisational culture with reference to organisational identification. Organisational culture has typically been referenced as an internal environment that reflects common values, beliefs, traditions, principles and ways of operating which can contribute to organisational effectiveness and identification (Koutrounmanis et al. 2015; Lee and Ok, 2015; Popli and Rizvi, 2015). Koutrounmanis et al. (2015) note that there are a number of emerging typologies that attempt to examine organisational cultures. One such typology is examined below.

The Competing Values Framework developed by Cameron and Quinn (1999) as cited by Koutrounmanis et al. (2015) features four culture types:

Clan Culture: Family type organisation, which promotes a sense of “we” as opposed to “I” amongst the employees. This environment is reflective of a high level of autonomy, loyalty and commitment. This was a typical characteristic of the ‘mom and pop’ establishments in the restaurant industry.

Adhocracy Culture: Reflects an entrepreneurial spirit, dynamic with a high sense of urgency. This is normally representative of advertising, high tech and certain areas within academia.

Market Culture: The organisation is typically centred on market supremacy: Microsoft, Apple and corporations of a similar nature.

Hierarchy Culture: Organisations that fall within this typology possess an authoritarian structure, clear distinct lines of communication and tight control along with personal accountability which are characteristics of this culture. This would be typically found in your corporate settings such as commercial banks.

Koutrounmanis et al. (2015) opine that organisational culture does appear to have an impact on employee commitment and therefore the service they provide. They argue that organisational commitment speaks to how psychologically attached an employee is to the organisation and how they identify with that organisation. They drew on work by Meyer and Allen (1987) which purports a three-component model of organisational commitment and they argue that organisations need to promote a culture that lends to affective commitment. Affective commitment exists when an employee identifies with and sees themselves as part of the organisation.

Koutrounmanis et al. (2015) postulate that most restaurants have a hierarchy culture. In order to achieve affective commitment, they would need to develop and promote a clan type culture. Their research indicates that a clan type culture will work when affective commitment is present within restaurants, and would have a positive impact on increasing profitability through gaining repeat customers as a result of the improved service given by employees. They posit that most restaurants have a 'hierarchical culture' which does not foster commitment which is evident by the labour turnover present in the restaurant industry (Koutrounmanis et al., 2015). This section demonstrates that the culture of the organisation can have an impact on the employees' service orientation and identification with the organisation.

Through the lens of Teng and Barrows' (2009) framework, possible organisational level factors that could influence employees' service orientation were discussed. This discourse leads to the final research question: **“What factors at the organisational level influence employees' service orientation within the Restaurant Group?”**

2.7.6 Summary: Organisational Level Factors

Homburg et al. (2002) identify two aspects to the organisational level of service orientation. They inquire at the organisational level to what extent the internal

parameters influence service orientation. The organisation level factors highlighted by Teng and Barrows (2009) were examined through the lens of various researchers.

HRM is deemed an important organisational arrangement; however, it is noted that the perception of the HRM policies could possibly either positively or negatively influence employees' service orientation. Service standards, although seen as necessary to convey to the staff the required behaviours and service expectations, could also result in frontline staff feeling emotionally exhausted due to the constant pressure of having to conform to these rules. Both co-worker and management support are seen from an organisational level perspective. There is a debate as to the type of leadership styles managers need to display within the hospitality setting to support their frontline staff. Transformational leadership was seen as preferred according to Popli and Rizvi (2015); however, Dai et al. (2013) purport that both transformational and transactional leadership can be successfully used with the service staff. It was also theorised that there is a relationship between restaurants that foster an environment of trust and commitment with employees being more service oriented. Koutrounmanis et al. (2015) submit that a clan culture would lend itself to creating an environment which fosters commitment and the necessary service behaviours; however, their work does not speak to how this culture can be created. Understanding and honouring the psychological contract which exists between the manager and employee appears vital to developing trust and loyalty in the organisation (D'Annunzio-Green & Francis, 2005; Ahmad & Zafar, 2018).

The factors explored in this section emerged in the literature as possible influencing factors of service orientation and can hopefully lead to answering the question raised in the work of Homburg et al. (2002). Given that service orientation as a construct operates at both the individual and organisational level, it was necessary to categorise the factors at the level that they are likely to influence service orientation. **Figure 2.5** captures the factors that were examined at both levels.

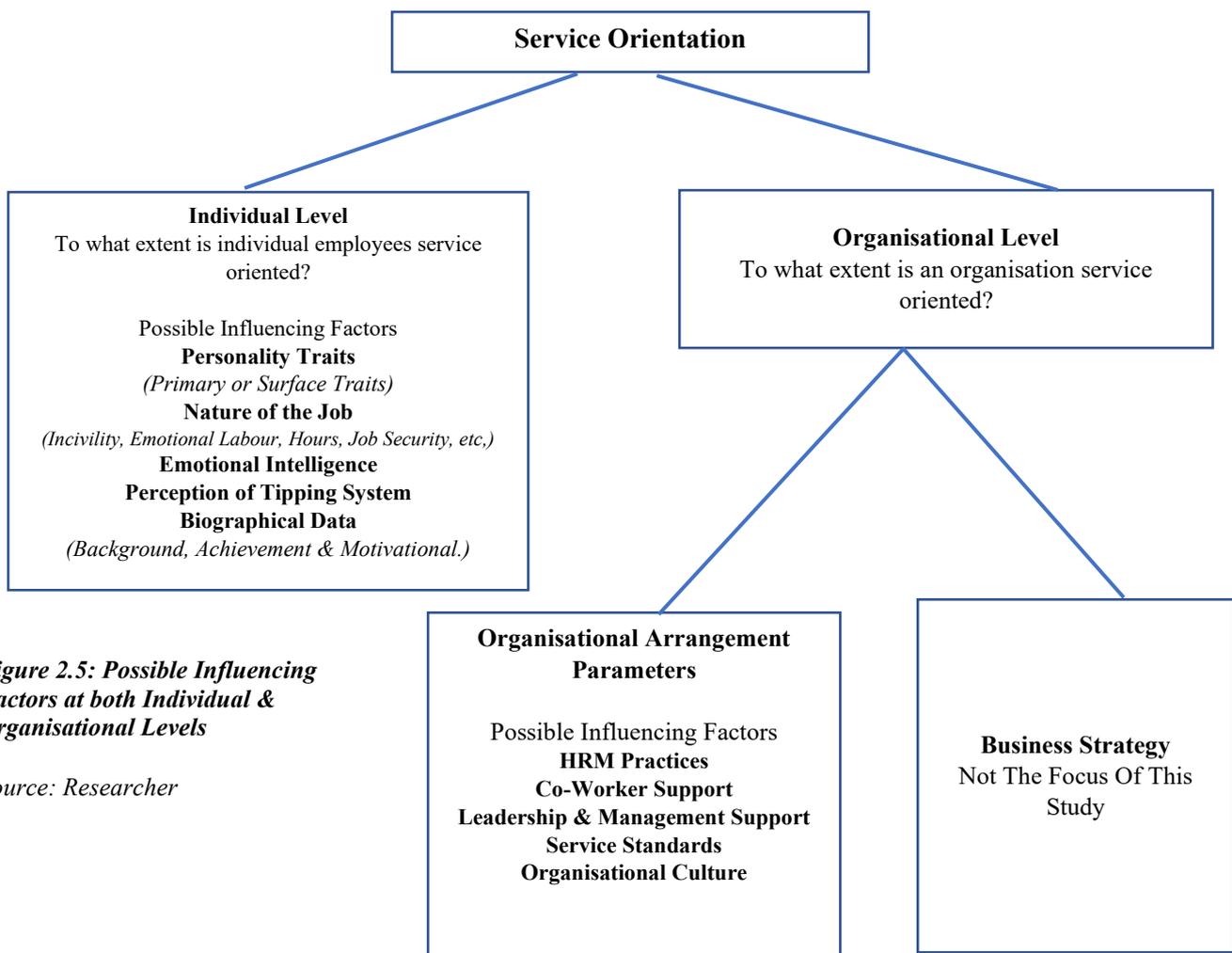


Figure 2.5: Possible Influencing Factors at both Individual & Organisational Levels

Source: Researcher

2.8 Conclusion & Research Questions

Two fundamental building blocks for this research included first, the work of Homburg et al. (2002) which identified that service orientation is viewed from two levels, these being the individual and organisational levels. The second work was Teng and Barrows (2009) who undertook research to understand the concept of service orientation within the hospitality field. Teng and Barrows' (2009) framework was the guide to identify and examine the factors discussed in the literature review and is depicted in **Figure 2.5**. Teng and Barrows' (2009) work was secondary research which did not allow for the testing of these factors, and consequently, these will be tested and examined in this research.

The review of the literature clearly paints a picture of the importance of the non-management employees being service oriented, especially within a fierce competitive environment like the restaurant sector. Emerging out of the discussion of the literature

it is possible that all frontline employees, regardless of whether or not they are naturally predisposed to being service oriented, or they possess service orientation as a surface trait or as a skill, could be influenced by the factors examined at both the individual and organisational levels. The extent of the influence may vary, but there is a possibility that they can all be impacted by these factors (Chu-Mei & Kuang-Jung, 2006; Johnson et al., 2018).

In **Figure 2.5** employee motivation was not explored as a factor which influences employee service orientation. It appears that employees who are service oriented are naturally predisposed to delivering exceptional service. Motivation appears not to be an influencing factor but could be an output or consequence of an employee who is service oriented employee. Employee motivation was both omitted by Teng and Barrows (2009) and Homburg et al. (2002) in their conceptual frameworks.

The literature demonstrates that service orientation is driven at both the individual and organisational levels, and when seeking to enhance service orientation, factors impacting both levels must be examined. This work adds to the body of literature as it examines a wide range of factors both at the individual level and organisational level and seeks to identify the factors which impact service orientation as well as understanding to what extent these factors influence employees' service orientation. This goes beyond Teng and Barrows (2009) who conceptualised a model from undertaking a study on literature pertaining to service orientation. This research examines these factors.

2.8.1 Research Questions

Given the research aim and having surveyed literature on service orientation, this research is guided by the following research questions captured in **Table 2.5**. The table features some of the works that influenced the questions. The literature also aids in conceptualising the research instruments, especially the interview schedule and the employee survey as seen in **Table 3.4** in the following chapter.

Table 2.5: Research Questions

Authors	Themes	Research Questions
Homburg et al. (2002) Hogan et al. (1984), Yen et al. (2006) Teng & Barrows (2009), Chu-Mei & Kuang-Jung (2006), Costen & Barrash (2006), Susskind et al. (2007)	Defining Service Orientation Defining Service Orientation: Skill Trait or Resource Growing Importance of Service Orientation	1. How is service orientation defined within the Restaurant Group?
Hogan et al. (1984), Chu-Mei & Kuang-Jung (2006) Kinman, (2009). Rathi et al. (2013), Geng et al. (2014) Salovey & Mayer (1990), Lee & Ok (2015), Kinman (2009) Lin & Namasivayam (2011), Lynn (2017) Drakeley et al (1988), Yen et al. (2016) Martin & Fraser (2002), Popli & Rizvi (2015)	Individual Level: Factors Influence Service Orientation Personal Traits Nature of Work Emotional Intelligence Employees' Perception of Tips Biographical Data	2. What factors at the individual level influence employees' service orientation within the Restaurant Group?
Naidu & Chand (2014), Lee et al. (2015, Lahiri (2015) Susskind et al. (2007), Polyhart et al. 2009) Tews et al. (2013), Liaw et al. (2019) Popli & Rizvi (2015), Dai et al. (2013) Koutrounmanis, et al. (2015) Kakavelakis et al. (2010), Rakichevikj et al. (2010)	Organisational Level: Factors Influence Service Orientation HRM Standards & Service Systems Co-worker Support Leadership & Management Support Organisational Culture	3. What factors at the organisational level influence employees' service orientation within the Restaurant Group?

Source: Researcher

3 METHODOLOGY

3.1 Introduction

This chapter outlines the process that was undertaken to address the research objectives identified in Chapter One and to answer the research questions in Chapter Two. It commences by exploring the underpinning research philosophy, which will be followed by an examination of the research site where the research was undertaken. The research design that was utilised, which is an exploratory sequential mixed method, will also be presented and discussed. The chapter then explores the research instruments, which will include their development, pilot testing and administration. The sampling strategy and data analysis procedure will also be considered. The chapter concludes by exploring both the ethical implications and limitations to the study and how they were addressed.

3.2 Research Strategy

Mkansi and Acheampong (2012) articulate that research philosophy comprises of epistemology, ontology and axiology. Brand (2008) notes that a research paradigm includes the components of the research philosophy, along with methodological beliefs. **Table 3.1** features the research paradigm for this thesis. The research paradigm and strategy for this thesis is shaped by a research philosophy that subscribes to an ontological worldview of Realism and epistemology of Critical Realism.

Ontology speaks to what is believed to exist and which impacts on epistemology in terms of the approach to study whatever it is that exists (O'Mahoney & Vincent, 2014). Axiology relates to human values and these would direct goals and actions, and drives our epistemology as to what is studied (Allen & Varga, 2007).

There is a correlation between the epistemology and axiology; that an individual's axiology would influence the approach used to undertake a study (Allen & Varga, 2007). The research strategy employed sought not only to achieve a better understanding of factors which influence employees' service orientation but also to ensure objectivity, given the prior working relationship with the Group as a Consultant. Therefore, having knowledge of both management and the front-of-house employees, it was necessary to implement a methodological approach that would allow both groups

to have a voice when studying the phenomenon of employee service orientation, reducing any possible perception of bias. This was best achieved in employing an approach that allowed for triangulation. The research employed three data collection methods, of which one was used for management and the other two were applied to the front-of-house staff which allowed for some measure of triangulation and the provision of richer data.

Johnston (2014) purports that researchers are influenced from start to finish by their ontology and their epistemology, which shape their research approach. Johnston writes that “we cannot split the view of the world and how we go about it” (Johnston, 2014, p. 209). In keeping with the critical realist epistemology, this research will not provide generalisations but will allow for a better understanding of the factors which influence employee service orientation within a restaurant environment and for the information generated to be used to provide change within the work environment (O’Mahoney & Vincent 2014).

Table 3.1: Research Paradigm

Research Paradigm Items	Research Paradigm	Descriptions
Ontology	Realism	Believe that the world can be studied
Epistemology	Critical Realism	Qualitative & Quantitative Data
Axiology	To achieve a better understanding and to make recommendations that could bring change if implemented	Providing a voice for the front-of-house employees and facilitating change as individuals develop greater insight
Methodology	Mixed Method	Semi-Structured Interviews Questionnaires Focus Group

Source: Researcher

3.3 Research Philosophy

Realism from an ontological worldview holds four key tenets: firstly, the world exists independently of how it is perceived; secondly, the job of science is to develop genuine knowledge about the world; thirdly, all knowledge claims should be tested to determine how they correspond or represent the world; and finally, absolute truth can be determined if the theory or results accurately represent what exists (Peter, 1992).

Realism holds that there is a discoverable reality that is not influenced by anyone's senses. According to Wight (2006), germane to this is what realists label 'intransitive objects', which exist apart from human involvement and these allow for inquiry into the social world (Michel, 2009). There is evidence of research within Management and other fields of research framed within a realist perspective (Peter 1992; Peter 2001; Allmark & Machaczek, 2018); according to Brannick and Coghlan (2007) research that subscribes to a realist ontology appears to dominate the Management field.

Realism from an ontological perspective gives insight into economic debates and understanding of economic theorising (Peter, 2001), guiding of marketing theory and research (Peter, 1992) and presented as an alternative in the nursing field to support mixed method approach as opposed to pragmatism (Allmark & Machaczek, 2018). Therefore, this provided justification for using realism at the ontological level within this research paradigm as employee service orientation is a construct that is observable by customers, fellow employees, and management. This is supported by Brannick and Coghlan (2007), who argue that studies with a realist philosophy are undertaken to examine constructs and concepts such as organisational effectiveness and job satisfaction.

Brannick and Coghlan (2007) examined three research philosophies and how they relate to academic researchers who desired to conduct research within their own organisation. They argue that this is possible, as all researchers are insiders at some level. They postulate that a person holding a realist ontology would be able to remain independent and value-free and would subscribe to an epistemology and a research approach that would allow for such, as demonstrated in this research.

While holding a realist ontology, it was determined that critical realism would be better suited at the epistemological level of the research paradigm. Critical Realism, from an epistemological perspective, lends itself to research that allows for richer and fuller explanations than the more descriptive approaches when compared to research that holds a realist or positivist epistemological slant (O'Mahoney & Vincent 2014).

O'Donnell, Kramar and Dyball (2013) posit that a critical realist epistemology better complements a realist ontology as it provides more complete information for organisations and end users. Realism acknowledges that the phenomenon service orientation exists as a concept or construct; however, critical realism at the

epistemological level acknowledges the need to examine not only the construct but the social relationships that exist within the organisation, in this case the restaurant, along with beliefs, value judgements, and other mechanisms which help to derive the richer and deeper meaning (Wang, 2019).

A critical realist epistemology was better suited as the research aim was not to present generalisations, prescriptions, rules or even simply to explain the concept but to discover the underlying mechanisms that influenced the employee service orientation at both the individual and organisational level. Wang (2019) indicated that critical realism lent to the use of both qualitative and quantitative methods that would allow for the unearthing of the factors that influenced service orientation at both levels. Saxena (2019) tables that a mixed method approach lends itself to critical realist epistemology, as quantitative data identifies empirical regularities and qualitative data indicates the underlying mechanisms that produce the events of interest.

Critical realism was also considered at the ontological level. Saxena (2019) notes that critical realist philosophy is realist in nature and shares the same views that social and natural reality exist independent of our mind. They fundamentally differ on the understanding of that reality; the realist believes that reality is completely apprehendable and critical realism holds that it is imperfectly apprehendable. Whilst this research does not believe that the construct is perfectly apprehendable, the research is built on the view that employee service orientation is an empirically observable and measurable event. Realism at the ontological level requires the research to be conducted with a level of objectivity despite prior knowledge of the research site and possible research participants. Critical realism would allow for some preconceived notion that could have biased the research. As Bhaskar (1998) argues, critical realism at the ontological level accepts that the social world is an emergent concept, activity dependent and value drenched which could impact on persons' objectivity.

3.4 Research Site

The research was conducted using an independent upscale restaurant dining chain in Barbados which was formed in 2014. The Group comprises of three upscale restaurants. Upscale restaurant is defined as “serving superior quality foods with innovative approaches in a relaxed atmosphere and offering higher-end alcoholic beverage menus that include wine, spirits and beer” (Canziani et al., 2016, p. 1478).

The Group has approximately 160 employees between the three restaurants and the Corporate Office. It is important to note that the Chairman of the Board of Directors gave the necessary consent for access as he believes this research would assist in the Group remaining competitive, especially in light of some service challenges which the Group was experiencing.

For the purpose of anonymity, the three restaurants are referred to as **Restaurant 1 (RR1)**, **Restaurant 2 (RR2)** and **Restaurant 3 (RR3)**. Restaurant 1 and Restaurant 2 were originally owned by the same persons. Restaurant 1 was in operation for about 3 years and Restaurant 2, about 10 years, before going into partnership with another entity and forming the Restaurant Group. The newest restaurant in the Group started operation in the latter part of 2017. Restaurants 1 and 3 are located on the West Coast and compete for the same clientele. Restaurant 2, which is the oldest in the group, is located on the South Coast. The Restaurant Group has a Corporate Office along with its own laundry facilities.

Figure 3.1 gives an overview of the Restaurant Group. Although all three restaurants form the Group, Restaurants 1 and 2 currently share the same management structure, whilst Restaurant 3 operates independently. However, all three restaurants share the corporate services provided which include accounting and human resources.

The Management Team that oversees each Restaurant comprises of a Restaurant Manager and Head Chef and this structure is similar for Restaurant 1 and 2. In Restaurant 3, the General Manager assumes the responsibility for overseeing the front-of-house restaurant operations, thereby taking on the duties of a Restaurant Manager. This Restaurant also has a Head Chef as part of its management team.

The Group has approximately 160 non-management employees, with 70 employees being involved in the front-of-house operations. With respect to the front-of-house, RR1 has a total of 30 employees; RR2 has 19 employees and RR3 has a front-of-house service team of 21 persons. The front-of-house positions include: Waiters; Bartenders; Hostesses; Cashiers; Reservationists; Wine Stewards; and Runners. These positions directly interact with the customers dining at the restaurants and were the primary research focus.

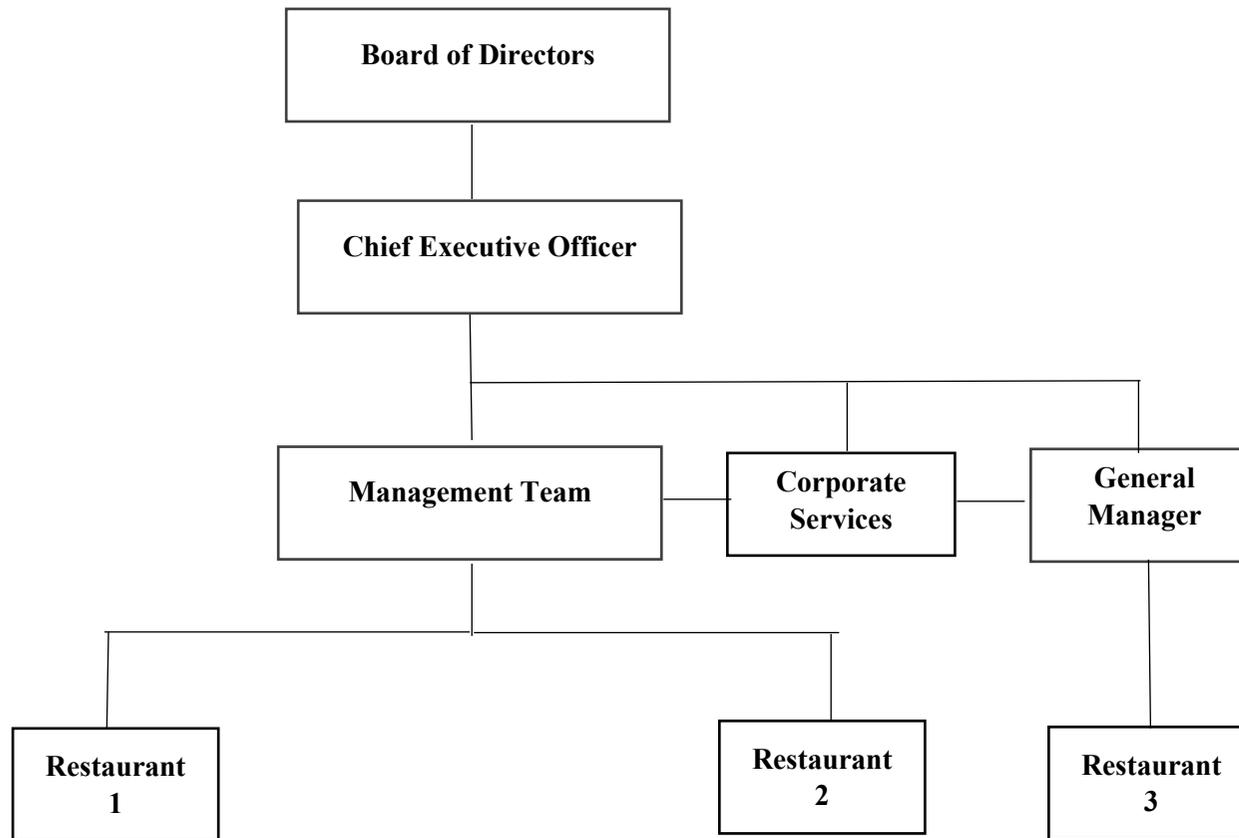


Figure 3.1: Restaurant Group Structure
Source: Researcher

3.5 Research Design

This research adopted a mixed method approach which used thematic analysis. Mixed method approach is undertaken when a research utilises both qualitative and quantitative data collection and data analysis techniques within the same study (Azorín & Cameron, 2010). The mixed method approach was exploratory sequential in nature.

In this sequential mixed method approach a semi-structured interview was first undertaken, given the literature reviewed. The interview provided an opportunity to solicit management views with reference to employee service orientation within the restaurant; nine members of the management team were interviewed. This was followed by a structured questionnaire which was completed by thirty-one front-of-house employees. The questionnaire took into consideration both output from the literature and management interviews. **Table 3.4**, which is featured in **Section 3.7.3**, shows the mapping of the literature to the formation of both the interview schedule and the research survey. A fuller development of **Table 3.4** can be seen in **Appendix 1**.

The final method employed was a focus group discussion with seven participants, which provided an opportunity for clarification and explanation where necessary. All three methods were important to the study in gathering the requisite information to address the research questions. This approach was helpful as qualitative data was used to collaborate or dispute quantitative data or vice versa producing a richer output. The entire research process is captured in **Figure 3.2**.

Modell (2009) argues that a critical realist epistemology lends itself to mixed methods as it does not have to cling to any one research method cultishly. Hurrell (2014) theorises that research holding to a critical realist epistemology and utilising a mixed method approach would primarily use descriptive statistics, but it does not preclude the use of analytical statistics. The methods that were used in the research along with the sampling strategy and data analysis technique will now be examined.

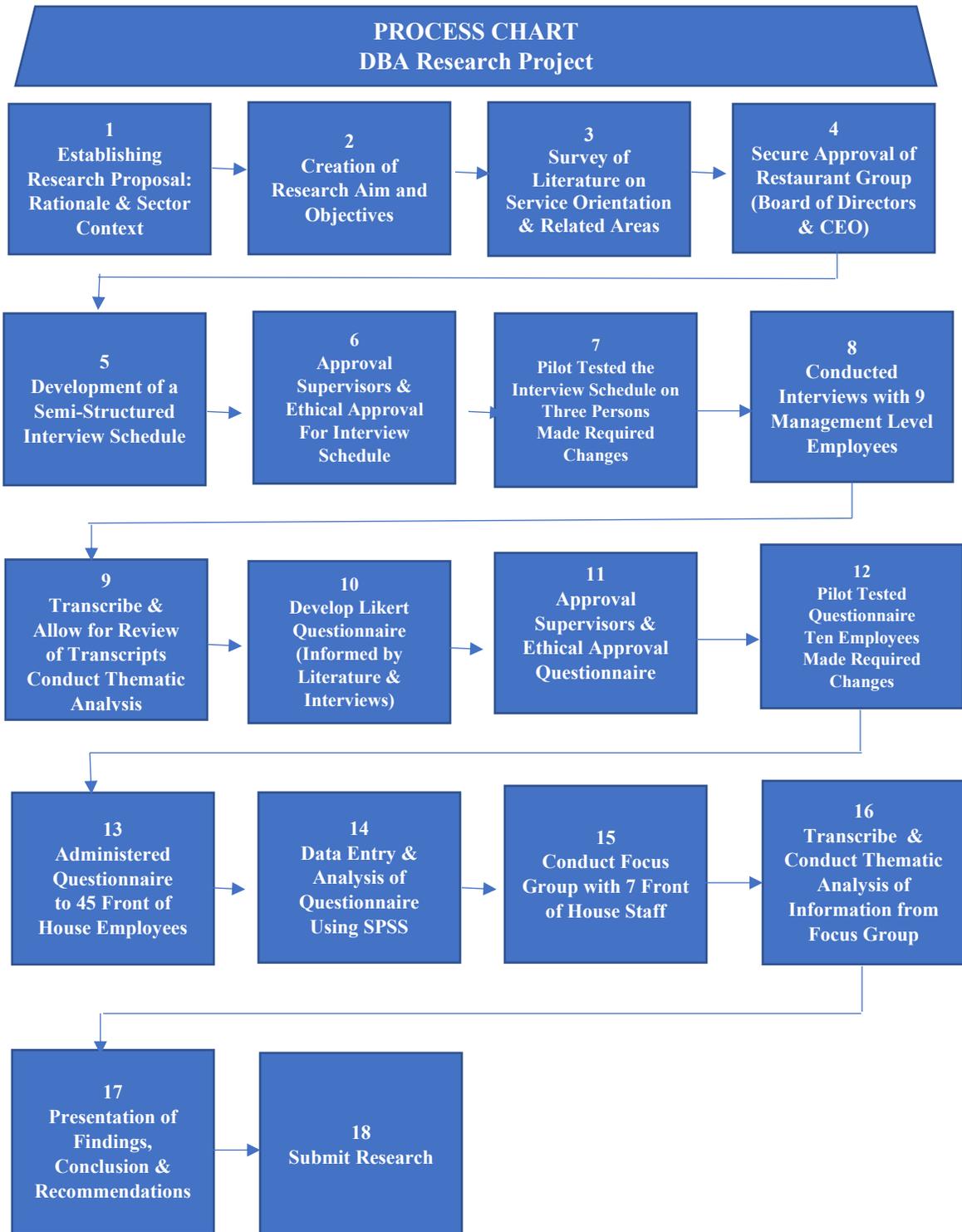


Figure 3.2: DBA Research Project: Process Flow Chart

3.6 Semi Structured Interviews – Management Staff

Nine face-to-face interviews were conducted with members of the management team; six of the managers worked in the restaurant operations and three at the corporate office. Qu and Dumay (2011) opine that interviews provide an opportunity for researchers to gain a better understanding of the world of others. This research utilised semi-structured interviews. Although semi-structured interviews have set questions, it makes provision for flexibility in the conversation depending on the feedback received. This was supported by Saunders, Lewis and Thornhill (2016) as they postulate that semi-structured interviews normally have set themes or questions to be covered but their use could vary from interview to interview. Pandey and Chawla (2016) purport that semi-structured interviews are used when the focus of the investigation is known and there is a need to explore certain issues. This method therefore allowed the interviewees in this study to answer questions in their own words, whilst allowing the interviewer to probe as necessary.

The drafting of the interview schedule was influenced by the literature reviewed on service orientation and understanding of research context. O'Mahoney and Vincent (2014) articulate that persons conducting research using a critical realist epistemology will survey literature on the research area to identify any influencing mechanisms, and based on that literature, identify any gaps that warrant study.

After the development of the interview schedule it was submitted to the Research Ethics Governance Committee and upon receipt of the Ethics Approval (**Reference Number ENBS-2017-18-065**) the interview schedule was pilot tested. Schachtebeck, Groenewald and Nieuwenhuizen (2018) theorise that the role of the pilot test is to allow researchers to practice before conducting the actual field research. The interview schedule was tested using three managers that work in front-of-house operations: two from other restaurants and one from the same Group in which the research was conducted. This manager worked both in the restaurant operations and human resources.

These persons were used in the pilot as the actual research interview gathered the views of management on employee service orientation. The interview schedule that was tested originally consisted of 14 open-ended questions, but the final schedule comprised of 17 open-ended questions (see **Appendix 2**). The pilot test revealed that question four needed

to be split into two separate questions, as the second part of the question was not being addressed when the participants answered. Therefore, question four was split and became questions four and five respectively. Question ten was also split, and became questions twelve and thirteen in the final survey. This was done to provide greater clarity in answering the questions and to ensure that the necessary responses were not lost as the original question was asking more than one inquiry at the same time. Question seven was added as a result of the pilot interviews; biodata featured for two out of three respondents in the pilot as being important, especially with reference to the age of the restaurant front-of-house workers. The findings of the pilot supported the argument made by Pritchard and Whiting (2012) where they suggest that it is advantageous to pilot your research tool prior to using it in the actual field research as it provides an opportunity to refine the research instrument.

The field research was conducted with the three managers that were responsible for managing the front-of-house along with the Head Chefs or the Chef in charge of managing the back-of-house within the Restaurant Group. The Company's Chief Executive Officer, Group Accountant and Human Resources Officer were also interviewed. Each interview lasted approximately 45 minutes and was recorded so that they could be transcribed at a later time. The recording also allowed for a greater degree of accuracy of information gathered, in order to eliminate the dependency on memory or unintelligible notes that could not be deciphered. The interviews were all transcribed within three weeks of being recorded. To ensure reliability of the data, the managers were given the opportunity to comment on the transcripts. Where any clarification was required there was also follow-up with the managers, as needed.

The three front-of-house and three back-of-house managers were assured of their anonymity. To achieve this, these six individuals were represented using alphanumeric codes which are captured in **Table 3.2**. Also, their information was not shared or discussed with any person, it will only be used for the intended purpose of the research and will be used in a presentation format to the senior managers; the managers were made aware of this prior to the commencement of the interviews and they consented to participate as they hoped that the information would be of benefit to the organisation.

It was agreed with the managers from the Corporate Office that their position titles would be used and not their names. The Head Chefs were included in the interview as they too have some interaction with the front-of-house team and they also play a critical role in the management of the restaurant.

Table 3.2: Alphanumeric Codes of Interviewees

Restaurant 1 RR1		Restaurant 2 RR2		Restaurant 3 RR3		Corporate Office CO		
FM1	BM1	FM2	BM2	FM3	BM3	CEO	Group Accountant	HR Officer
FM – Restaurant Manager BM – Back-House Manager/Head Chef CEO – Chief Executive Officer HR Officer – Human Resources Officer								

This research method was advantageous as it allowed for flexibility. At its base it is human conversation which allows the interviewer to change the sequence in which questions are asked in an effort to unveil hidden facets about the organisation that managers and employees may be totally unaware exist (Qu & Dumay, 2011). Semi structured interviews reduce biases by allowing the interviewee to provide responses in their own language and terms (Qu & Dumay, 2011). As beneficial as the interviews were, two main challenges presented themselves. Firstly, the use of semi-structured interviews was very time consuming, and Pandey and Chawla (2016) confirm that this is a disadvantage of this research technique. This included the time to coordinate, conduct the interviews and transcribe them. Secondly, the interviews had to be conducted at each restaurant location and the managers had constant interruptions, which further extended the duration of the actual interview and also impacted on their flow of thoughts and conversation at times. To remedy this, the interviewee had to be reminded of their last point, in order to regain their train of thought.

This research method was a key starting point for the actual field research as it provided, along with theory, areas that could have been explored in the questionnaire, such as employee discipline, the issues of locals versus tourists dining in the restaurant, along with other issues that related to service orientation. The semi-structured interviews provided a

wealth of rich information that would not have been unearthed if a quantitative survey was administered at the management level.

3.6.1 Target Population & Sampling Strategy

The group had eleven managers of which nine were interviewed. There was one manager who participated in the pilot testing and therefore omitted from the final interview. The other manager, given his portfolio of facilities management, had little interaction with the front-of-house employees. Of those interviewed it was deemed that they had meaningful insights that would assist in the research (Patton, 2015). To maintain objectivity, it was necessary, given the small number of persons that comprised the management team, to have as many of them provide their input and insights.

3.6.2 Data Analysis

The data was analysed using thematic analysis. Thematic analysis allows for the identifying and analysing of patterns for meaning within qualitative data. Thematic analysis was used as it can be applied across a wide range of theoretical frameworks as well to varied research paradigms (Clarke & Braun, 2016). The transcripts, once typed, were read to identify emerging themes. The data of interest were the views of management as to how they defined employee service orientation and the factors which they believe influence service orientation, both at the employee and organisational level. The themes would have been influenced by literature, given a critical realist epistemology (O'Mahoney & Vincent, 2014), but also themes that emerged from within the qualitative data generated.

As the transcripts were read, themes that related to the literature were highlighted and coded. After the review of all the themes, these were then arranged in three overarching broad themes based on the research questions. There was one theme which was not featured in the literature that emerged at the organisational level, which was the importance of conducting Briefings. The themes which emerged from the interviews are featured in **Appendix 3** and are discussed in **Chapter 4**.

3.7 Questionnaire – Survey of Front-of-House Non-Management Staff

The second technique employed in this research was a survey (see **Appendix 4**). The Group had seventy front-of-house staff members employed at the time of the survey and forty-five expressed interest to participate. A total of thirty-one employees returned their survey, giving a response rate of 68.9%.

This research method deals with the quantifying and analysis of information primarily using statistics to answer questions, for example: how much, what, where, or to address a phenomenon (Apuke, 2017). Saunders et al. (2016) argue that questionnaires work best when a set of standardised questions are asked and more than likely will be interpreted by the respondents in a similar manner. However, whilst the questionnaire can be used as a sole data collection instrument, they recommend that it is best when used in a multiple or mixed method approach as in the case of this research.

Putwain (2007) argues that researchers holding a critical realist epistemology in studying a phenomenon do not have to dispense with measurement, and the use of Likert scale is justifiable within such an epistemological perspective. The questionnaire in this research used a five-point Likert rating scale. Likert scales consist of declarative statements followed by responses that vary in degrees of agreement or disagreement (Pearse, 2011). There has been some discussion on scale preference that is five-point, seven-point or ten-point. Dawes (2008), in testing the reliability of the three scales, theorises that they are comparable as an analytical tool.

The research questionnaire comprised of 90 questions spread over five sections. Section One captured biodata information about the respondent; Section Two to Section Four used the Likert scale to capture the participants' views surrounding service orientation. Section Two allowed the survey respondents to provide their views about service orientation. Section Three explored the possible factors which they believe could impact on an employee being service oriented. Section Four explored their views of the possible organisational level factors which could influence their service orientation. In Section Five, there were three questions. In two of the questions the participants needed to rank in order of importance the three most important variables in their opinion. The first question

in this section dealt with the necessary attributes to work in the industry; and the second question examined the factors that impacted on their interaction with the customers. In the final question the participants were asked to identify their preference with reference to the tipping and service charge policy. Space was also provided for the participants to add any additional information. **Table 3.4 in Section 3.7.3** closes out this discussion of the research survey and provides insight to some of the various works that would have influenced the survey questions. The framing of the survey questions was also influenced by feedback received from the managerial interview. According to Creswell (2014), this is considered exploratory mixed method where the data is incorporated in building the survey instrument.

The questionnaire was pilot tested on receipt of the ethical approval (**Reference Number ENBS-2018-19-012**). According to Schachtebeck et al. (2018) pilot studies carry substantial benefits for researchers to identify unanticipated errors and improve the effectiveness of the research through the refining of the research instrument. The questionnaire was therefore pilot tested in a similar restaurant environment using non-management restaurant employees. Ten questionnaires were distributed, and employees provided feedback on completion of the questionnaire. During the pilot study the average completion time of the survey was confirmed as approximately 15 minutes. The study also verified that the respondents were able to understand the language in the questionnaire. It was suggested that question ten in section three be split into two questions.

3.7.1 Sampling Strategy

Purposeful sampling strategy was used. Patton (2015) states that purposeful sampling is advantageous, as it allows information-rich participants to be selected that would be beneficial to the research inquiry. Although the front-of-house staff team was a combined seventy persons, this survey had to be done during the non-peak period and therefore access to the staff would have been challenging. All available front-of-house employees were asked to be part of the sample but only forty-five agreed to participate.

3.7.2 Administration of the Questionnaire

A meeting was held with the Company's HR Officer, who was assigned as the point person to assist with the distribution and collection of the questionnaires, if necessary. A visit was arranged at each restaurant location to coincide with the Briefing period and the discussion

happened during the Briefing. The front-of-house team was told about the research and their participation was totally voluntary. Two key important things were discussed: that each participant's anonymity will be maintained and that the questionnaires will not be viewed by management. It was a challenge getting the employees to complete and return the questionnaires. One of the comments noted by some was that the questionnaire was too long. Rowley (2014) argues that it is always a challenge to determine the appropriate length of a questionnaire; however, she postulates that it should be driven by two things, mainly the research participants and the research questions. The employees were also informed that their information will be used primarily for the research, presentation to senior management and any other forums where the information would be deemed useful. The demographics of the participants of the questionnaire are captured in **Table 3.3**.

Table 3.3: Demographics of Respondents

		Group Statistics	
		Frequency	Percentage
Gender			
Male		23	74.19
Female		8	25.81
	Total	31	100
Marital Status			
Single		31	100
	Total	31	100
Restaurant			
RR1		11	35.48
RR2		10	32.26
RR3		10	32.26
	Total	31	100
Job Type			
Floor Staff (Waiters, Runners, etc.)		16	51.61
Bar Staff		7	22.58
Cashier/Hostess		8	25.81
	Total	31	100
Age			
20 – 30		19	61.29
31 – 40		8	25.81
41 – 50		3	9.68
51 – 60		1	3.22
	Total	31	100
Tenure			
Less than one year		4	12.90
1 – 5 years		17	54.84
6 – 10 years		5	16.13
11 – 15 years		3	9.68
Over 15 years		2	6.45
	Total	31	100
Education			
Secondary		11	35.48
Vocational		9	29.03
Tertiary		10	32.26
No Mention		1	3.23
	Total	31	100

3.7.3 Data Analysis

In keeping with a realist ontology and critical realist epistemology, whilst the Statistical Package for Social Science (SPSS) was used to assist with the analysis of the questionnaire, largely, the information will be used in a descriptive format. Ackroyd and Karlsson (2014) theorise that the critical realist uses largely descriptive statistics and while on their own they may not mean much, when combined with other information, they could shed more light on the research area.

Salmon (2016) posits that SPSS is best suited for large data sets but can be used in instances of small data sets especially when the information is largely descriptive. Prior to any analysis being undertaken the reliability of the data was tested using Cronbach Alpha. A Cronbach Alpha on a questionnaire or its parts is said to be reliable when it has a Cronbach Alpha of 0.7 or greater (Santos, 1999). **Appendix 5** features The Cronbach Alpha for the questionnaire.

All items were retained in section two and section four of the questionnaire; however, in section three, two items were removed for the reliability to reach an acceptable level. These two questions were question 12 which stated “I am required to be very agreeable” and question 14 which read “I experience racial comments/harassment from the tourists which makes my job challenging”.

Frequency statistics were performed on the data inputted to SPSS. A principal component analysis (PCA) was undertaken on the data. PCA is largely a data reduction technique which allows for interpretations (Patil & Jadhav, 2017). Dang and Le-Hoai (2017) submit that this allows for the identification of variables. The advantage of PCA is that it allowed for the use of a survey instrument with a large set of questions or items, as the one utilised in this research, as it identifies the variable that best contributes to the understanding of the phenomenon being researched (Burton & Mazerolle, 2011). Burton and Mazerolle (2011) theorise that factor loading above $>.50$ are acceptable to be retained. A summary of the PCA variables for Sections two through four for the survey can be seen in **Appendix 6**.

A Pearson Correlation Test was also undertaken to determine if there was any relationship with how the employees defined service orientation and variables identified both at the

individual and organizational level. An Independent Sample T-Test based on gender was completed to ascertain if there were any gender differences across the various dimensions. Finally, a one-way ANOVA was done using both age and length of tenure.

The survey was advantageous as it allowed for the collection of information from the research subjects in a shorter space of time and the data was easy to analyse providing some proficiency with SPSS or any other statistical package. Once the information was stored in SPSS it was easy to retrieve and verify where necessary (Allen, 2017).

Whilst questionnaires have several benefits, they also have drawbacks as persons will answer questions based on their own understanding. Questionnaires do lend themselves to some persons taking the middle of the road approach or simply skipping a question if they do not wish to answer or commit to a position. This view is supported by Rowley (2014) who writes that respondents, when completing questionnaires, at times omit questions for various reasons: boredom; lack of time; lack of understanding; or an unwillingness to provide the information.

Prior to examining the third research method, **Table 3.4** maps the literature through the research questions, to the items featured in both the interview schedule and the survey.

Table 3.4: Mapping Literature To Interview Schedule & Survey

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
Defining Service Orientation	Hogan et al. (1984); Homburg et al (1984); Teng & Barrows (2009)	How is service orientation defined within the Restaurant Group?	Questions: 4, 5, 6 & 15	Section 2: Questions: 1 – 18
Importance of Service Orientation/Profitability & Competitiveness	Popli & Rizvi (2015)		Questions: 3 & 18	Section 3: Questions: 2 – 4
Personality Traits	Hogan et al. (1984); Chu-Mei & Kuang-Jung (2006)	What individual level factors influence employees' service orientation within the Restaurant Group?	Question: 9	Section 2: Questions: 1 – 18 Section 3 Questions: 1, 15 – 21
Emotional Labour/Nature of Work/Emotional Intelligence	Lee & Ok (2015); Kinman (2009)		Question 14	Section 3: Questions: 5 – 14
Perception of Tips	Lin & Namasivayam (2011)			Section 3 Questions: 20, 24 – 27
Biographical Data	Yen et al. (2016)			Section 1: Questions: 1 – 7
HRM Practices	Teng & Barrows (2009); Hogan & Hogan (1989); Wang & Xu (2017)	What organisational level factors influence employees' service orientation within the Restaurant Group?	Questions: 8, 12, 13, & 17	Section 2: Question 15 & 16 Section 3: Questions: 22 – 29 Section 4: Questions: 1 – 17, 23 & 24
Co-worker Support	Susskind, et al. (2007)			Section 3: Question 33 & 34
Leadership & Management Support	Popli & Rizvi (2015)		Question 11	Section 3: Question: 25 – 27 Section 4: Question: 23 – 28
Service Standards	Lee & Ok (2015); Susskind et al. (2007)		Question 8	Section 2: Question 12 Section 3: Questions: 22 & 23 Section 4: Questions: 18 – 20 & 29
Organisational Culture	Koutrounmanis et al. (2015)		Question 10	Section 4 Questions: 20 & 21

Source: Researcher

3.8 Focus Group Interview – Front-of-House Non-Management Employees

Stokes and Bergin (2006), drawing on earlier works of Gibbs (1997), define a focus group as “a group of individuals selected and assembled by researchers to discuss and comment upon, from personal experiences, the topic that is the subject of the research” (p.27). It is believed that a focus group interview allows for the construction of meaning through group interaction and synergy (Stokes & Bergin, 2006; Dube, Roberts-Lombard & Van Tonder, 2014). The focus group interview was conducted with seven front-of-house employees. The participants were all asked sixteen questions allowing them to provide their input. These questions were influenced by literature as well as output from the previous two research methods.

The focus group was offered an excellent opportunity to follow-up on any area where there appeared to be apparent contradiction of information provided by the questionnaire. A good example of conflicting responses surrounded the questions “Managers lead by example and encouraged team members to be focused on customers’ needs” which had a cumulative percentage between strongly agree and agree of 51.7%, when compared to the question “your manager provides guidance and coaching” which scored 23.3% for strongly agree and agree. The discussion was able to have the participants lend their views and provide possible clarifications.

The group discussion was originally scheduled for one hour, but the actual discussion lasted one hour and forty-seven minutes. There were employees from each property represented as indicated in **Table 3.5** below:

Table 3.5: Alphanumeric Codes for Focus Group Participants

Restaurants	Employees	Job Titles
RR1	FG1	Waiter
	FG2	Reservationist/Hostess
RR2	FG3	Bartender
	FG4	Cashier/Hostess
RR3	FG5	Waiter
	FG6	Hostess
	FG7	Cashier

3.8.1 Sampling Strategy

A purposive sampling strategy was used. Participants were to indicate interest to the HR Officer of their intent to participate in the focus group discussion. The group consisted of seven persons. Boddy (2005) indicates that a focus group can consist of between four to twelve participants. These persons provided a wealth of information, giving the employees a voice in the research.

3.8.2 Administration of the Focus Group

The focus group questions are in **Appendix 7**. The participants were informed of the purpose of the research and how the information would be used. Each person was given an opportunity to answer the various questions that were posed. It was noted that as the participants told their stories they were laced with raw emotions at times. The emotions were noted but while empathy was displayed it was necessary to remain detached and objective and not to be drawn into questions such as “you feel these things are right?”

A critique of using focus group as a research method is the possibility of domination by strong personalities resulting in conformity of opinions shared (O'hEocha, Conboy & Wang, 2010). Whilst the focus group participants were vocal, no individual was allowed to dominate and each participant shared their view without interruption, even varying views, as related to the controversial issue of tips.

3.8.3 Data Analysis

A thematic analysis was undertaken after the transcript was thoroughly read and coded. The coding process involved capturing the various themes in a sperate document. Importantly was also noting the comment along with the respective speaker. The coding was based on the literature and repeated themes which emerged during the focus group. One repeated theme that came up during the focus group was the issue surrounding poor management or lack of managerial support.

All the themes were reviewed and sub-grouped under the three main overarching broad themes based on the research questions. The key themes which emerged from the focus group is captured in **Appendix 8** and discussed within **Chapter 4**.

The focus group as a research method was very advantageous, it provided valuable information in the shortest possible time period. The rich information provided additional context to subject being investigated.

3.9 Research Ethics

Research ethics speak to the fact that investigations and inquiries should be conducted in such a manner that the participants and their community are respected (Sieber, 2004). This was achieved through compliance with the Napier's University Guiding Principles for research as captured in the Code of Practice for Research Integrity (2018), which states that all research should be conducted with five key principles in mind which are "honesty, rigour, transparency and open communication, care and respect and accountability" (p.2).

The following steps were implemented to ensure that research was undertaken in an ethical manner and in keeping with the above guiding principles:

Step 1 PERMISSION TO CONDUCT RESREACH

An email was sent to the Board of Directors outlining the aim of the research project and seeking their permission to undertake the research. The Board of Directors gave their approval via email on 23rd January 2018 with one main condition that the name of the Group would not be featured in the research.

Step 2 UNIVERSITY APPROVAL FROM THE FACULTY AND RESEARCH ETHICS GOVERANCE COMMITTEE

To ascertain the requisite approval from the University, prior to commencing any research and, to ensure that the research is within the University's research code of ethics.

Step 3 INDIVIDUAL MEETINGS WITH MANAGERS

Managers were provided with the University Consent form and the research was explained to them in greater detail. Prior to commencing the interviews, it was reiterated that their participation was totally

optional. Individual transcripts were provided for their review to ensure reliability of the data (Creswell, 2014).

Step 4 UNIVERSITY APPROVAL FROM THE FACULTY AND RESEARCH ETHICS GOVERNANCE COMMITTEE

Approval was sought for the questionnaire prior to its testing and administration; this was to ensure that the questionnaire was in keeping with the ethical guidelines for conducting research within the university.

Step 5 PERMISSION TO CONDUCT QUESTIONNAIRES WITH THE EMPLOYEES

Permission was obtained from the CEO and the front-of-house employees were briefed on the research and they were made aware that their participation was also optional. No names of those who participated were retained as they were assured of their anonymity.

Step 6 RENEGOTIATE RESEARCH ACCESS FOR FOCUS GROUP

The Company was informed of the need to conduct one focus group session of participants drawn from the front-of-house. Seven employees volunteered and before the Focus Group commenced, they were briefed on the project. They were told they can opt not to answer any question. They all actively participated in the focus group.

It was imperative to employ the three research methods to ensure that the research was rigorous to achieve a level of objectivity in studying the construct. Attention was paid to respecting the participants in ensuring that they knew of their right to choose whether to participate or not participate in the research. A copy of the Consent Form can be seen in **Appendix 9**. This is supported by Greenwood (2015) who submits that it is important in research to ensure that protocols or guidelines are established to ensure the research participants are protected even when seeking to give them a voice.

3.10 Limitations of the Study

This final section examines the limitations to this current study and explores ways in which they were addressed.

Sivo, Saunders, Chang and Jiang (2006) postulate that low responses hinder the ability of the researcher to effectively generalise. Fincham (2008) suggests that a response rate of at least 60% should be the goal of every researcher and this can be achieved through active follow-up. The Researcher was able to achieve a response rate of 69% but it was through active follow-up and persistence. The major challenge participants had was the length of the survey.

The survey could not be completed during working hours as in the off season persons reported for the commencement of their shift. This resulted in the participants having to complete the survey off property and this had the potential to directly impact on the response rate. Fincham (2008) advocates active follow-up which was employed in this instance which allowed for a response rate of 69%.

Another challenge was the understanding and interpretation of Section Five, questions one and two. Instead of ranking the top three in each question, the survey respondents selected the three which they deemed important. This does not make the information useless, as it does provide some indication of their views with reference to these two questions.

In conclusion, insight was gained into the power of how three methods could be combined to present a picture and understanding of a concept. Each method had its own strength that it brought to the table. The survey provided data that was reduced to identify themes that were used in the discussion, with both the qualitative methods offering rich insight and narratives.

4 FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the findings of the three research questions which were explored utilising the mixed method research design outlined in the previous chapter. The first section will explore how employee service orientation is conceptualised within the Restaurant Group, examining both the views of management and the Front-of-House Employees. The subsequent sections discuss research questions two and three, respectively. These two questions examine the factors which influence employees' service orientation at the individual and organisational levels. This research contributes to theory by first identifying the factors which influence employees' service orientation at these two levels and second, by utilising this information to develop a conceptual framework on Service Orientation for the Group. The chapter concludes by reflecting on the discussion of the findings.

4.2 Defining Employee Service Orientation within the Restaurant Group

In this section the findings are discussed as they relate to the first research question: “**How is service orientation defined within the Restaurant Group?**” How it is defined within the Group is important on three levels: firstly, on the standards the Group sets and accepts for customer interaction. Secondly, it assists in having a better understanding of the factors that are likely to impact on the service orientation of the frontline staff at both the individual and organisational levels. Thirdly, it aids in identifying the interventions that are necessary to improve the service orientation of the frontline employees in the Group.

A PCA using a rotation of Oblimin with Kaiser Normalisation was performed on Section Two of the survey which was administered to the front-of-house employees. This allowed variables to be identified which can be more easily interpreted based on the principal component scores. This approach is supported by Dang and Le-Hoai (2017) who confirm that PCA allows for the identification of variables which can be more easily interpreted and tested.

The variables identified are examined in light of the findings generated from both the managerial interviews and the focus group with the front-of-house employees. Narratives from these two methods are included in the discussion. Azungah (2018) concurs with this approach as he argues that the qualitative information provides not only contextual understanding but gives insight to values, beliefs, behaviours and other valuable information on the research site and its participants. The results of the PCA for Section Two can be seen in **Appendix 10**. The questionnaire had 18 items in this section with a Cronbach Alpha of .747 and 16 questions loaded above 0.50 which was the threshold used to retain any items.

In addressing how the Restaurant Group defines employee service orientation three main variables were identified and these are: Willingness to Satisfy Customers; Interaction with Customers; and Employee’s Disposition and these form the three main subheadings in this section. **Figure 4.1** summaries the ESO Construct which will be discussed using the three variables identified in the PCA.

Employee Service Orientation Construct		
WILLINGNESS TO SATISFY THE CUSTOMER	INTERACTION WITH CUSTOMERS	EMPLOYEE’S DISPOSITION
The employee who repeatedly goes beyond the call to satisfy the customer	The employee who possesses good interpersonal, communication and interaction skills	The employee’s willingness to be flexible
The employee who willingly works as part of a team to ensure the customer is satisfied despite personal differences	The employee who possess the required job knowledge	The employees who conduct himself/herself in a professional manner including compliance standards, policies, etc.
The employee who willingly provides their best service without seeking a tip	The employee who seeks to understand the customer needs and delivers what they want	The employee who possess a friendly personality
	The employee who would not pressure or coerce a customer for a tip	The employee who demonstrates the ability to effectively manage stressful situations
	The employee would willingly serve both locals and tourists	

Figure 4.1: Employee Service Orientation Construct
Source Researcher

4.2.1 Willingness to Satisfy the Customer

The PCA identified the **Willingness to Satisfy the Customer** as a key variable in employee service orientation. This variable comprised of three items: *Employees' Willingness to Go Beyond the Call of Duty; Willingness To Work As Part of a Team to Ensure Customers Are Satisfied Despite Personal Differences; and Provision of Best Service Without Seeking a Tip*. This variable and items are explored in this section.

It appears obvious from the frontline employees in the survey, that Willingness to Satisfy Customers is an important variable within the ESO Construct. This was also reinforced by FG7 in the focus group who stated that:

service orientation is about understanding that providing good service is paramount. Providing consistent and good service every day, every night whenever the restaurant is open.

Also, in the focus group, Waiter FG3 states that service orientation for him is “ensuring that the guest is always happy”. This is not dissimilar to the views of management, as the Restaurant Manager, FM3, noted that service orientation:

is about anticipating your guests' requirements ... being vigilant, if I see somebody looking around, looking uneasy, I would approach and not wait until something gets out of hand.

It appears that both frontline employees and management share a similar view that employees who are service oriented possess a Willingness to Satisfy Customers. Chu-Mei and Kuang-Jung (2006) convey that employees who are service oriented must have an intrinsic desire to satisfy customers. According to FG7 in the above statement, service orientation is about the consistent provision of good service to every customer. Both Susskind et al. (2007) and Popli and Rizvi (2015) suggest the importance of the service oriented employees being willing to serve customers. They argue that service orientation for them is tantamount to employees desiring to provide nothing less than excellence in their service.

The Group Accountant made a link between the Willingness to Satisfy Customers and the financial performance of the Group. He suggested that the Group as a whole is not

financially successful, and this is largely due to poor service. He proposed that there are several issues which result in poor service such as:

a Waiter not being attentive ... sometimes people put the wrong drink on the table or forget to put drinks on the table ... so issues like that.

The CEO believes that the Group has the required basics including:

majority of the staff are committed to providing good service to get it to the point that it is profitable.

According to Kim and Ok (2010) there is a direct relationship between how a hospitality business performs and the willingness of the employees to satisfy the customers. They purport that employees must be willing to put in the time and effort to satisfy the customers.

Willingness to Satisfy Customers comprised of three items, the first being a *Willingness to Go Beyond the Natural Call of Duty*. Frimpong (2013) implies that the willingness to go the extra mile or beyond the regular call of duty is an important service-oriented behaviour according to the managers, employees and customers. This research indicated that 87.1% of the employees were in agreement that this was an important service-oriented behaviour. RM1 provided an example of the front-of-house staff going beyond the call of duty in which they assisted guests with young children. He said that:

I had situations where guests with families had kids. The kids will normally eat first, then the adults. When their main courses come out sometimes, the front-of-house staff will walk the kids around just to ease the parents a bit. This would wow the customers.
(RM1)

In an upscale restaurant, it would not be expected for the front-of-house staff to entertain the guests' children and as noted by the Manager, this is beyond the scope and role of their job, but it does appear to contribute to creating a positive guests' experience. Torres and Kline (2013) concur with the perspective that an employee who is willing to go beyond the call of duty for a customer, reflects appropriate service oriented behaviours. They purport that the employee behaviours that delight the guests within the hospitality environment include: employee's friendliness; problem solving abilities; professionalism; and the willingness to go beyond the call of duty.

It can be argued that an employee who is service oriented therefore, would be willing to go beyond the call of duty, and in doing so would delight the customer adding to an experience, which for Torres and Kline (2013) is even more important than customer satisfaction.

Within this variable is the importance of *Employees to Work Together Despite Personal Differences*. There was a general agreement of 96.7% from the respondents that an employee that is service oriented would not allow their personal differences to stop them from working together to satisfy the customers. This was also indicated by FG2 during the focus group when she stated:

that all the employees should be able to come together and work together to make sure that the guests are serviced. All work together for the same account

Azar (2007) indicates that employees could share this perspective for a number reasons. Firstly, the front-of-house staff derives satisfaction from performing their job well. This is supported by the fact that 80% of the survey respondents were in agreement that employees who are service oriented would be passionate about their job; therefore given an employee's passion and the satisfaction derived from the job they will seek to serve the customer despite differences with team members. Secondly, it could be a result of fear of the customers complaining. He argues that customers' complaints could result in staff being punished in one form or another up to and including termination of their employment. Finally, this could also be due to the perception that there is a correlation between the service provided by the front-of-house team and the tips which they will receive (Lin & Namasivayam, 2011).

The final item within this variable is *Employees Should Be Willing to Provide Their Best Service without Seeking a Tip*. A total of 93.5% of employee respondents were in agreement, of which 38.7% strongly agreed and 54.8% agreed, that a service oriented employee would always give their best service and would not be seeking a tip from the customer. Chu-Mei and Kuang-Jung (2006) posit that service oriented employees possess a natural predisposition to meet customer needs. Not only do they have the skills, but these employees receive satisfaction from serving customers. Therefore, frontline employees

possessing an inherent desire to satisfy customers would not be driven by money. In the focus group, FG6 noted that not all employees possess the right attitude and that “some people are just doing it for the money”. Bujisic et al. (2014) highlight that employees who customers believe are authentic in their service and interaction are the ones likely to earn the tips and not the ones the customer perceives as trying to influence them to tip through their less than genuine behaviours. Lynn (2017) shares a similar sentiment and argues that Waitstaff whose focus is on receiving tips is not intrinsically motivated and this could impact on their service oriented behaviours and their willingness to satisfy the customers.

In defining service orientation, Willingness to Satisfy the Customer emerged as a variable of how the construct is defined within the Group. The research is suggesting that it is important for frontline staff in the industry to demonstrate a willingness to satisfy customers. It appears that Willingness to Satisfy the Customer is twofold: an aspect of the job; and an intrinsic characteristic required of frontline employees. This is supported by both Chu-Mei and Kuang-Jung (2006) and Zablah et al. (2012) who argue that it is a possession of a mindset or behaviours which will motivate employees to desire to satisfy customers.

Although both groups, management and frontline employees, agree on the Willingness to Satisfy the Customers as a key variable of the ESO Construct, there appears to be a disconnect with what is consistently manifested according to the Group Accountant and CEO. The Group Accountant provides examples of where Front-of-House Staff fail to provide the necessary attention to give the required service, and the CEO acknowledges that there were times where some Waiters would explicitly ask and expect tips from customers. Therefore, this finding suggests that for some persons this aspect of service orientation is influenced by external or contextual factors such as tips as argued by Lin and Namasivayam (2011) and therefore, it is more in-keeping with service orientation being a surface trait; as opposed to an employee possessing a natural predisposition to a Willingness to Satisfy the Customer.

Chu-Mei and Kuang-Jung (2006), Brooks (2011) and Zablah et al. (2012) suggest that the Willingness to Satisfy Customers is better when it is an intrinsic characteristic possessed by the employee. They argue that it is an important quality that needs to be identified when

recruiting persons who will work in the front-of-house within the Restaurant Group. This suggests that satisfying customers is both a task to be performed and an intrinsic desire that the staff should possess.

4.2.2 Interaction with Customers

Interaction with Customers is examined in this section along with the five items which comprise this variable. These items are: *Possession of Good Interpersonal and Communication Skills*; *Possession of Job Knowledge*; *Understanding of the Customer Needs*; *No Extortion of Tips*; and *Willingness to Serve Both Locals and Tourists*.

The Group indicates that Customer Interaction starts from when the guest makes that very first contact with any personnel in the Restaurant. Both the employees and management shared this same view. A Hostess in the focus group, FG2, suggested that:

it should be the first person of contact whether it's over the phone or peeping in just to see if we're open for lunch ... the first person should deliver that first set of customer service to that guest.

The CEO underscored the importance of the customer interaction by noting that:

... from start to finish because your first contact with the restaurant is when you make a reservation, so there needs to be comfort from the person making that phone call or the email, that they're dealing with a competent Restaurant in terms of the overall organisation, but also that's the first time that you get that contact with someone in the Restaurant and if they're rude or if they're short or snobbish or even if they're overly friendly, it can create an impression in the guest's mind.

The CEO emphasises the importance of an interaction from the first point of contact that must be professional. Costen and Barrash (2006) along with Teng and Barrows (2009) agree that quality interaction between frontline staff and guests within the hospitality environment is a key aspect of employee service orientation. Whilst Tsaur and Yen (2018) concur that customers desire favourable dining experiences, they argue it must be balanced, as they believe some customers do not appreciate overt and intrusive service as they can see it as being redundant and therefore, a distraction from the overall dining experience.

Interaction with Customers comprised of five items, and the first one which will be discussed is *Understand What the Customer Values*. The employee survey indicated that 93.3% of employees were in agreement that a service oriented employee would seek to understand their customer needs. The Restaurant Manager, RM3, simply indicated that interaction begins with “knowing your customer ... anticipating their requirements”. This is supported by Gazzoli et al. (2013) who argue that employees’ willingness to anticipate customer needs are important to both satisfying the customer and having effective interaction.

Possess Interpersonal and Communication Skills was another item within this variable. RM1 argued that front-of-house staff must be both sociable and have good communication skills. According to the CEO, any communication and interaction between customers and staff must be professional not ‘overly friendly’ and not ‘snobbish’. Teng and Barrows (2009) purport that employee interpersonal skills reflect their level of service orientation. They see interpersonal skill as the ability to effectively interact.

Within the industry there is an expectation that front-of-house employees should be *Knowledgeable about Their Job*. Saarijarvi et al. (2017) theorise that when deciding if an employee is service oriented, knowledge about their job and even their industry is a requirement. Frimpong (2013) postulates that customers wish to interact with employees who are competent in their roles. A total of 96.8% of the survey respondents were in agreement that service oriented employees would be knowledgeable about their job. Information gathered from the interviews and the focus group also substantiated this finding, as seen in the comments below:

Staff must have product knowledge. (FG5)

Front staff must possess product knowledge; know the menu well. (BM2)

Product knowledge ... employee taking the order must know the entire menu and can actually relate to the customer. (RM3)

They need to be knowledgeable about the product because they are the ones who generally will have the first interaction and they will be seating them (CEO)

Pettijohn et al. (2008) concur that product knowledge is important for restaurant contact personnel to possess. Not only does it aid in the customer experience, but it allows for employees to effectively use suggestive selling, which could translate into increased revenue. Being knowledgeable transcends not just knowledge about the tangible product but also understanding the intangible that is service itself (Lee & Ok, 2013).

Dining Without Pressure for Tips is another item within this variable. Lynn (2017) articulates that whilst some customers like the control that tipping gives them, there are also those who do not like the pressure of the Waitstaff's expectation of a tip for providing a service. It is noted that whilst tipping is voluntary it is largely expected. 48.3% and 44.8% respectively in the survey disagreed and strongly disagreed that Waitstaff should seek to coerce a customer to receive a tip or demonstrate their displeasure to the guest when a tip is not given. The CEO indicated that there are times when the Waitstaff would display negative behaviour if they did not receive a tip. The CEO mentioned that:

we've had other occasions where a Waiter may treat a guest in a certain way because they either feel that they're not going to get a tip or they haven't received a tip and, therefore, that changes their attitude towards the guest very negatively and they'll show in their demeanour exactly what they think of it or the way in which they're looking at the guest.

It appears that whilst the Front-of-House team knows that tipping is optional, the failure to receive a tip could negatively impact on some front staff's interaction with guests, as indicated by the CEO's comment. Bujisic et al. (2014) argue that Front-of-House Staff especially Waiters, believe that there is some implicit unspoken contract that for the service provided a tip should be given in return. Bujisic et al. (2014) propose that failing to tip puts undue pressure on the customer and can possibly impact the future relationship between that customer and the Waiter. As argued, an employee who is naturally predisposed to being service oriented more than likely would not alter their interaction with the customer as a result of not being tipped, as they get a measure of satisfaction from interacting with the customers (Dienhart et al., 1992; Teng & Barrows, 2009). However, for those employees where service orientation is a surface trait or their focus is mainly on delivering a service, failure to tip could impact on their interaction with customers (Frimpong & Wilson, 2013; Geng et al., 2014).

This leads to the last item within this variable which is that an *Employee who is Service Oriented Would Willingly Serve Both Locals and Tourists*. Over 90% of the staff was in agreement that tourists should not be provided with better service than locals. The survey indicates that a service oriented employee would be willing to interact and engage all guests, that is, both tourists and locals. It is the view amongst the Waiters that locals do not like to tip, and they consequently discriminate in the service provided to them. This was confirmed by BM2 who stated that:

I've heard a couple guys make a couple statements like that and I also said to them 'remember guys, everybody can't afford to tip.' There are some people who come to dinner, they actually have to save their money to come to dinner so we can't just go out there with that concept that John Doe is local so he ain't going to tip.

Also, RM3 indicated that they received complaints from some local diners who felt that they were not appreciated. It is possible that the ability or the perception of locals' tipping practices versus tourists could have an impact on the level of customer interaction received by the two groups. This also could have contributed, as noted by the Group Accountant, to the inability of the Group to develop a significant local following.

Customer Interaction for the Group is multifaceted and commences with the first contact by the customer until they leave the restaurant establishment. The findings suggest that a service oriented employee would possess the necessary skills to interact with the customers as this lends to the development of healthy relationships which could translate into customer retention and therefore repeat business. The research demonstrates that Customer Interaction goes beyond the ability of the staff to merely converse with the customer but includes the front-of-house staff being knowledgeable about the restaurant's products, therefore being able to assist the customer where necessary. Two important aspects of Customer Interaction emerged. The first is the staff's ability to treat all customers dining as equals, both locals and tourists. The second is the perception of customers' ability or willingness to tip can have an impact on the level of interaction between the front-of-house staff and customers. While employees are in agreement that they should not treat locals differently with reference to the level of service received, given the perception some persons have of locals with reference to tipping, there could be a difference in the service

they receive. Therefore, it is possible that the perception of a customer's ability to tip could be an influencing factor for some employees and their service delivery. Those that hold to the view of persons being naturally predisposed to being service oriented would argue, if persons' service behaviours are altered by the customers' ability to tip, then those employees do not possess the behavioural syndrome that reflects a service oriented employee (Hogan et al., 1984; Homburg et al, 2002; Grobelna, 2018).

4.2.3 Employee's Disposition

The final variable within the ESO Construct is **Employee's Disposition**. This variable comprises of four items identified from the employee survey. These items are: *Employee's Willingness to be Flexible; Professional Conduct Inclusive of Compliance with Standards; Possession of a Friendly Personality; and Ability to Effectively Manage Stressful Situations.*

RM1 supports that Employee Disposition is an important variable within the ESO Construct. He states that:

Staff personality and mindset is what mainly impacts service. If they are not self-motivated and don't have the personality, they just can't be bothered.

RM1 appears to be suggesting that being service oriented is about possessing the correct mindset and the appropriate personality. A similar sentiment is echoed by Hogan et al. (1984) that personality traits and a willingness to be cooperative and helpful is critical to employees being service oriented. Crawford (2013) states that disposition is an internal state that is stable over time and persons can be predisposed to serve.

Employee Flexibility is the first item that is examined within this variable. The analysis reveals that employees who are service oriented will possess a willingness to be flexible. In the questionnaire this had a combined percentage between strongly agreed and agreed of 96.8%. The Restaurant Manager (RM1) also opined that it is important for the front-of-house employees to be flexible.

The issue of flexibility can be addressed from two aspects: firstly from the managers providing the necessary flexibility to allow the front-of-house employees to address customer challenges when these arise (Lee & Ok, 2015). Secondly, given the high level of

agreement from the employees in the survey, flexibility appears to be important to the employees within hospitality business. Golubovskaya, Robinson and Solnet (2017) highlight that hospitality workers not only have to be customer focused, but they are also required to be flexible. According to RM1 being flexible can be key to managing challenging customers. He noted that:

Being able to be flexible and go with the flow. Don't mind it's a job you get frustrated and, like, 'this person is asking me too many questions, they come in here with an attitude' or whatever. We need to not see it like that and remember your main task which is providing an experience that will wow the individuals.

RM1 appears to be suggesting that frontline staff must be willing to adjust their mindset, given the different and unplanned scenarios that will arise to ensure that the customers are satisfied at the end of their dining experience.

The second item within this variable is the view for service oriented employees to display *Professionalism*. 96.8% of the respondents within the survey were in agreement that an employee who is service oriented is one who is professional. According to Guliyev, Avci, Öztüren, and Safaeimanesh (2019), professionalism is about the ability of hospitality workers to conduct themselves in a competent manner. A fundamental aspect is the attitude which the employees possess must align with the belief system of their profession. A key feature of professionalism appears to be the personal grooming of the front-of-house employees.

Good grooming standards are important. They realise it in the tipping. I tell them put yourself as a customer. Customers sit at a level where they observe everything. You see a Waiter coming to you with his pants under the bottom or a shirt bagging or whatever. As a customer, you start to judge this person. (RM1)

I'm looking for a person who is well groomed, who speaks well; I'm looking for a person who is presentable. (RM3)

Employees who are considered professional, in addition to being concerned about their appearance and grooming, as expressed by RM1 and RM3, would also be knowledgeable about their work. They also indicate that professionalism embraces a general willingness to be compliant with the restaurant standards, rules and procedures. Lee and Ok (2015)

purport that service oriented employees embrace service delivery standards which also foster a greater sense of organisational commitment.

Whilst there is a general agreement among staff and management that professionalism is an important variable with reference to Employee's Disposition, there appears to be a difference in focus with reference to the two views on what is considered professionalism within the workplace. For management it is personal grooming, appearance and compliance with the service standards, as expressed by RM1 and RM3. The frontline staff, based on the focus group, sees professionalism as an attitude of wanting to give of their best. FG6 who is a Hostess indicates that "everybody's attitude towards their job is not great". During the focus group, many things were cited which the staff believes impact on the level of professionalism they display, such as double standards in the treatment of some staff by some managers as expressed below:

A guy comes to work and only work for thirty or forty-five minutes and at the end of the day they punch the clock for five or six hours of work, but it means I have to do their work. That will affect me and my attitude towards the work. (FG3)

FG5, a Waiter, confirmed during the focus group that he is committed and passionate about his job and sees the job as a career and wishes to develop within the industry, but he claims that the lack of professionalism and competency he sees displayed from management negatively impacts on him. It appears that FG5 is predisposed to these intrinsic characteristics and traits which foster service oriented behaviours. Chu-Mei and Kuang-Jung (2006), however, argue that it is possible that an employee who is predisposed to being service oriented can be impacted by organisational level initiatives and it does not mean that service orientation for that employee is contextual or viewed as a surface trait.

The managers in their interviews held the view that a service oriented employee should possess a *friendly personality* towards guests. According to BM2 speaking about management expectations of employees:

I would expect that he knows exactly what's going on, product knowledge is very important too, he knows his menu well, he's very friendly, bubbly, he knows how to speak with the tourist or how to speak to the guest better and makes everybody feel warm and welcomed.

BM2, a longstanding manager with the Company, indicates that he expects staff to have a friendly and hospitable disposition towards the guests, whilst being knowledgeable about the product. FM3 indicated in the interview that when selecting a candidate to work in the restaurant it is extremely important to find someone who is pleasant and has a friendly disposition. Teng and Barrows (2009) and Crawford (2013) opine that service oriented employees display friendly, helpful and considerate attitudes in an effort to effectively satisfy customer needs. The employee survey also supported this where 70.9% of employees were in agreement that a service oriented employee should always display a friendly personality towards their customers. However, in a seminal work by Hall (1993), she suggests that customers in upscale restaurants have a preference for a service style which is more formal and dignified, while a more familiar or friendly style of service is preferred in restaurants of lower prestige.

Participants within the focus group commented that money is important. Liu (2008) indicates that Waiters and front-of-house staff are very attuned to those who are likely to be big tippers and would even provide them with better customer service and therefore, having a friendly disposition becomes necessary. Torres and Kline (2013) postulate that friendly hospitality employees play a key role in delighting guests and providing that exceptional service that is expected from upscale restaurants.

The final item of Employee's Disposition is *Emotional Management* which speaks to the front-of-house team's ability to effectively manage their emotions when delivering service.

FM1 stated:

You're always under pressure, always, always, always under pressure, so if you can't deal with stress and being open-minded, this industry is not for you at all...

86.2% of the survey respondents were in agreement that a service oriented employee will be able to effectively manage their emotions when interacting with guests. Duskey, Ruppel, Yurova and Clarke (2014) indicate that a component of service orientation is organisational stress. They argue that there is positive stress that motivates the employee to excel at their job and the negative stress which arises from the nature of the job and interpersonal relations. They postulate that a significant portion of negative stress comes

from abusive customer interactions. Therefore, a service oriented employee must possess the ability to manage emotions such as anger, frustration, annoyance and other negative emotions when interacting with difficult and challenging customers. In the focus group the staff spoke about customer incivility, where customers are rude and deliberately say things to hurt your feelings (FG4). One of the participants, FG7, indicated that they will even “check you about the colour of your skin.” She commented “you have to be emotionally strong to handle that with grace”.

Given the nature of the job, it appears necessary for front-of-house personnel to have a high level of emotional intelligence to still be able to effectively function after experiencing what would be tantamount to abuse. However, according to Geng et al. (2014) and Lee and Ok (2015) service oriented employees would regulate their feelings to reflect the appropriate emotions in keeping with Company standards.

4.2.4 Summary

In reflecting on this first research question: “**How is service orientation defined within the restaurant group?**” Three variables were revealed from PCA: Willingness to Satisfy the Customer; Interaction with Customers; and Employee’s Disposition.

There appears to be both individual level and internal organisational level parameters which are impacting on these variables, some of which might be unique to the Group given its culture and environment.

Willingness to Satisfy the Customer was found by both employees and managers as a requirement for a service oriented employee. Apart from it being an aspect of the job to serve the customer, it is also an individual characteristic, as an employee must possess the desire to want to see the customer satisfied. Within this variable, employees agreed that there should be no soliciting of tips from customers. However, it was indicated that this was a challenge that the Restaurant faced. Lynn and Simons (2000) and Parrett (2011) who postulate that tips appear to be important in upscale restaurants.

Management and employees agree that Interaction with Customers is an important variable for employees to be service oriented. Interaction with customers extends beyond having

good interpersonal and communications skills but to the employees demonstrating a level of product knowledge. Interaction with Customers lends to the ability to generate repeat business through positive customer interaction (Tung et al., 2014).

This variable featured a missing element in the literature, discrimination against local diners. Although in the employee survey, only 3.2% of the employees felt that tourists were more important than locals there is the view that locals dining may receive inferior service due to the perception about their tipping practices. Again, it appears that tips have an influence on some front-of-house personnel.

Employee Disposition, according to management is a mindset that requires employees to have the attitude and willingness to serve and be flexible, given situations which may arise within the restaurant setting. Service oriented employee possesses the disposition to be cooperative and helpful (Tung et al., 2014).

In this variable it was argued and agreed that employees need to be professional. Professionalism for management includes staff general presentation and willingness to comply with rules. In examining this item, it appears that staff, although agreeing that they should be professional, suggest that their general lack of trust of management does impact on their level of professionalism.

Finally, key within this variable is the ability for the staff to be able to effectively manage their emotions. Again, both groups concur that this is necessary for employees who are service oriented. It appears that the sources of the work stress that the employees have to cope with come from both management and customers.

The ESO Construct as conceptualised it is starting to reveal that there are some individual and organisational level factors which could have an impact on employees' service orientation within the Group. A finding that is emerging is the possibility that service orientation either as a behavioural syndrome or surface trait can be influenced by external factors.

4.3 Service Orientation from the Individual Level

This section of the chapter focuses on the second research question: “**What factors at the individual level influence employees’ service orientation within the Restaurant Group?**” The literature review suggests that individual personality traits could be an influencing factor as argued by Hogan et al. (1984) and Chu-Mei and Kuang-Jung (2006). The nature of work to which the front-of-house employees are exposed was highlighted as a possible factor as proposed by Kinman (2009), Rathi et al. (2013) and Geng et al. (2014). Emotional management and emotional intelligence were raised as factors for consideration by Salovey and Mayer (1990), Kinman (2009) and Lee and Ok (2015). Lin and Namasivayam (2011) and Lahiri (2015) purport that tips and the perception of tipping systems could be possible influencing factors. The previous section as well suggests that the perception of customers’ ability to tip could influence the service behaviours demonstrated. The final area explored surrounds biographical data as an influencing factor as postulated by Drakeley et al. (1988), Popli and Rizvi (2015) and Yen et al. (2016).

The information from both the literature review and feedback from the managerial interviews assisted in shaping the questions that were in Section Three of the employee survey. This section sought to identify the factors which employees felt impacted on their service orientation at an individual level. The Cronbach Alpha for this section was .714. To effectively answer this research question, a combination of qualitative data from the interviews and the focus group is examined, along with frequency data, PCA and some inferential statistics.

The PCA identified four possible influencing factors with reference to employees’ service orientation at the individual level. These four variables are: *Understanding Job Role; Nature of Work; Work Environment; and Individual Employee Disposition*. Each of these variables will be examined along with the items which form the variables. Any item that had a PCA score above 0.5 was retained and the results can be seen in **Appendix 11**. This section also discusses if there is any relationship between these four variables and the ESO Construct, the correlation between these variables and ESO Construct is seen in **Table 4.1** and is discussed during this section.

Table 4.1: Pearson Correlation - Individual Factors & ESO Construct
Extracted from SPSS

		Understanding the Job	Nature of Work	Work Environment	Individual Employee Disposition
Willingness to Satisfy the Customer	Pearson Correlation	.316	-.383*	.398*	.329
	Sig. (2-tailed)	.083	.034	.027	.070
	N	31	31	31	31
Interaction with Customer	Pearson Correlation	.591**	-.419*	.148	.509**
	Sig. (2-tailed)	.000	.019	.426	.003
	N	31	31	31	31
Employee Disposition	Pearson Correlation	.456**	-.152	.074	.332
	Sig. (2-tailed)	.010	.413	.691	.068
	N	31	31	31	31

Correlation is significant at the 0.05 level (2-tailed).*

Correlation is significant at the 0.01 level (2-tailed).**

4.3.1 Understanding the Job Role

Understanding Job Role is the first variable which is discussed with reference to the factors which influence employees at the individual level. There were four items which make up this variable: *Contribution to the Tourism Sector; Importance of Job to Customer Satisfaction; Customer Satisfaction and Profitability; and Importance of Tourists and Locals.*

The importance of their job *Contributing to the Tourism Sector* was retained. In the employee survey 54.8% and 41.9% strongly agreed and agreed respectively that their job contributes to the tourism sector. This was further supported by FM1 who stated:

Restaurants are important because dining out is a natural thing tourists do when they are on vacation. Going out to dine, stuff like that, so the restaurant industry is needed. Tourism is our number one revenue earner.

Spencer (2019), in exploring tourism within the Caribbean, argues that many Caribbean nationals clearly understand the importance of tourism and tourism jobs to their economies. This is understandable as the tourism sector is the largest foreign exchange earner in Barbados (Spencer, 2019).

From the survey, there is a 96.8% agreement from the frontline staff that their contribution to the sector is linked to them ensuring *Customer Satisfaction* through the provision of an exceptional dining experience. This view that the restaurant supports the tourism product was articulated by management as captured below:

I mean dining is something that most people love to do and I think for the Barbados Government purposes, I think it puts Barbados on the map in terms of the great cuisines that we have to offer. People who actually come to Barbados always go back and write on TripAdvisor, remarks about restaurants in Barbados. (FM3)

The results of the survey along with the views of the Restaurant Manager, demonstrate that both groups see the larger importance of their role with respect to the tourism industry. According to Guliyev et al. (2019) effective operations and provision of excellent service within the sector does have a positive overall impact on the industry.

The survey suggests that there is a link between *Customer Satisfaction and Profitability*. The employees indicate that their roles do have an impact on the financial viability of the Restaurant, as 92.9% of the participants confirmed that there is a link between customer satisfaction and the profitability of the Restaurant. Customer satisfaction could lead to generating repeat business and building customer loyalty. This is supported by both Kim and Ok (2010) and Tung et al. (2014), who submit that good customer interaction translates into building customer loyalty, which translates ultimately into the Restaurant being profitable.

The final item is the provision of *Service to Locals and Tourists*. The employee survey indicated that customers should be given good service regardless of whether they are locals or tourists. 93.5% of the frontline staff in the survey disagreed that tourists are more important than locals. Although a large percentage of frontline staff disagreed that tourists are more important than locals, this was one of the service challenges noted by FM3, as he stated that:

Staff have an issue with other local people dining... And there were one or two little comments about how they thought that the Hostesses were rude, or they thought that the Waiter didn't serve them the way that they should and it's because they were locals and they were black. We do get that from time to time. (FM3)

The difference in perception of how locals are treated with reference to tourists continues to emerge as an issue. The survey indicates that the staff is aware that there should be no difference in the treatment between locals and guests. However, despite the views of the survey, it appears that there is a distinction. It was noticed that most of the Restaurant Managers focused on the importance of tourists and the generation of foreign exchange to the country. Orlić and Brščić (2012) submit that instead of focusing on tourism, the concept of hospitality should be embraced, which speaks to the attitude of hosts towards guests, whether local or tourist. They support an expanding of the frontline role to be focused on hospitality.

Understanding Job Role appears to be more than job knowledge. It speaks to recognising the importance which the employee plays in ensuring the viability of the Restaurant and contributing to the country's overall tourism product. Grobelna (2018) agrees that it is important for hospitality workers to fully have an appreciation of the impact of their job role and function. At the individual level, an employee's service orientation can be influenced by how they interpret their role, and not only within the restaurant context, but from a larger national perspective.

A Pearson Correlation Test was undertaken on this first variable, Understanding Job Role, to determine if there were any relationships with any of the three variables in the ESO Construct. The results revealed that there was a positive significant correlation ($r(31)=.591, p<0.01$) between Understanding Job Role and Interaction with Customers. The test also showed that there is a positive moderate correlation ($r(31)=.456, p<0.01$) between Understanding Job Role and Employee Disposition. These two findings indicate that as an employee obtains a greater appreciation of their job role and importance, there is also a correlating increase in their interaction with customers and their overall employee disposition. Therefore, it could be argued that if they understand that whilst tourism is important, being hospitable to all guests including locals, could assist with allowing the Group to develop a larger local clientele.

At the individual level, Understanding Job Role appears to be an influencing factor on employee service orientation. The conflict that arises is that although both management and employees appear to understand the importance of the restaurant sector to the overall

tourist industry and value the provision of good service based on the feedback from the questionnaire, interviews and focus group it has not translated into repeat business, customer loyalty and solid financial performance. Some of the behaviours highlighted in the previous section such as lack of attention, solicitation of tips and customer discrimination could be contributing factors impacting repeat business.

4.3.2 Nature of Work

Nature of work was the second variable identified. Nature of work focuses directly on how the execution of the job directly impacts on the service provider. In the literature, Nature of Work highlighted customer incivility (Cho et al., 2016; Bon et al., 2016); emotional labour and emotional intelligence (Kinman, 2009; Lee & Ok, 2015) and surface and deep acting (Geng et al., 2014). This variable discusses the findings specifically around these areas. Three of the four items retained by the PCA within this variable relates to *Stress* and one refers to *Guest Incivility*.

Stress and the Front-of-House Staff is an item within this variable with reference to the Nature of Work. In response to the question “I feel that my job is very stressful” the data shows that 38.7% were in agreement with this view, whilst there were also 38.7% that neither agreed nor disagreed and there were 22.6% that did not find their job stressful.

Whilst only 38.7% of the participants in the survey were in agreement that they found the job stressful, some of the participants in the focus group collectively agreed that the job was stressful. Below are two comments from the focus group members:

And some days you get up... It is not every day you're going to get up feeling bubbly don't care who you are. It ain't everybody you will come in contact with and 'hi, good evening, good evening.' Be realistic. Sometimes you just don't want to speak. (FG1)

We're literally at the front of house; we're the first set of people they see when they come in. We get all of the backlash, the good, the bad, the indifferent and the ugly. (FG2)

FG1 suggests that the need to regulate your attitudes and responses given the nature of the job can be stressful. This was reflected in the survey where 73.3% of the participants indicated that the job requires them to regulate their emotions when at work. Kinman (2009) posits that employees' need to conform to the restaurant's display rules is a form of

emotional labour. She argues that emotional labour comprises of an external component, which is the rules and accepted norms with which employees must comply; and the internal aspect, where they suppress or adjust any inappropriate emotions or actions.

Although requiring them to regulate their emotions, only 20% of the participants indicated that they felt stressed when having to smile when they did not wish to. It was felt by 46.7% that working on the frontline makes you feel as if you are on show, whilst some 33.3% did not view it that way.

Geng et al. (2014) provide some insight to the survey findings, as they argue that when employees deep act, they genuinely regulate their emotions when interacting with customers and therefore they find the interaction less stressful. Persons who successfully deep act, according to them, change their internal feelings from the outset. Employees may alter their feelings for a number of reasons; they could be genuinely passionate about their job and desire to delight the customer or it can be all about money. According to one focus group member, FG6, some hold the view that “this is what I got to do to make money”, so it is just part of the job; they smile and adjust their emotions in order to earn their pay cheque.

There is another perspective which cannot be ignored that the managers highlighted during the interviews. At the individual level, biographical data was featured as a possible influencing factor and this was raised during the management interviews. It was noted that most of the front-of-house staff are males, with the exception of those persons who seat the guests. The Restaurant Managers argue that:

Men have less issues and appear more productive. (FM3)

Most of the front-of-house staff members are male, not being biased, men do a good job. Men handle stress better... women have too much problems, can't have them at the front-of-house. (FM2)

The CEO who is a non-national shared a similar perspective: “I found in Barbados in particular, sex makes a difference. I found that male Waiters are more professional, they have less of an attitude.” They echo views expressed in what can be considered a seminal work exploring gender in the restaurant industry. Hall (1993) postulates that fine dining

and upscale restaurants appeared to prefer a more formal style of service that is typically associated with male Waitstaff.

To inquire into the validity of gender being a factor with reference to employees being service oriented, an Independent Sample T-Test based on gender was undertaken on the ESO Construct. The results showed that there were significant gender differences with references to two areas of the ESO Construct. The two areas are in respect to Individual Employee Disposition and Interaction with Customers.

Table 4.2: Independent Sample T-Test Gender & Service Orientation
 Extracted from SPSS

		t-test for Equality of Means								
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee Disposition	Equal variances assumed	.048	.829	-3.947	29	.000	-.77070	.19528	-1.17009	-.37132
	Equal variances not assumed			-3.665	10.858	.004	-.77070	.21027	-1.23424	-.30717
Willingness to Satisfy the Customer	Equal variances assumed	2.115	.157	.426	29	.673	.09284	.21803	-.35308	.53877
	Equal variances not assumed			.345	9.102	.738	.09284	.26949	-.51573	.70142
Interaction with Customers	Equal variances assumed	.049	.826	-2.236	29	.033	-.27174	.12151	-.52025	-.02323
	Equal variances not assumed			-2.387	13.855	.032	-.27174	.11385	-.51617	-.02731

Table 4.3: Independent Sample T-Test ESO Construct by Gender
 Extracted from SPSS

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Employee Disposition	Male	23	2.0745	.45710	.09531
	Female	8	2.8452	.53011	.18742
Willingness to Satisfy the Customer	Male	23	1.8116	.45866	.09564
	Female	8	1.7188	.71261	.25195
Interaction with Customer	Male	23	2.4783	.30461	.06352
	Female	8	2.7500	.26726	.09449

Based on the findings of **Table 4.2** and **Table 4.3** with regards to Employee Disposition ($t(29) = -3.947, p < 0.01$), it is observed that females have significantly higher Employee Disposition scores ($m=2.8452, SD=0.53$) compared to the males score ($m=2.0745, SD=0.457$). This suggests that the females possess a greater predisposition to being service oriented. The findings showed that there were significant gender differences with respect to Interaction with Customers ($t(29) = -2.236, p < 0.05$), with females' scores ($m=2.7500, SD=0.27$) and males ($m=2.4783, SD=0.30$); these two findings do not support the views of management but it is more in line with Luoh and Tsaor (2007) who argue that women appear to be more service oriented than their male counterparts.

The job has a measure of stress and requires the employees to adjust and manage their emotions. Employees who can effectively alter their emotions, through being emotionally intelligent, deep acting or for personal reasons, are able to more effectively manage their stress. The view raised by FG6 that it is all about the money, was echoed by RM1, who stated that “the staff is working for money and are willing to see pass certain things”. Therefore, the motivation and the focus on the reward of tips could appear to make the job less stressful.

Guest Incivility was an item that emerged within this variable. The research findings indicate that 30% of the survey respondents are in agreement that they have experienced racial comments or harassment from guests which resulted in making their job challenging. Both management and line staff indicated that they have experienced racial comments or inappropriate actions from guests.

FM1 indicated that racism and racial comments are regular within the industry. He provided a reason that would justify why 50% of the front-of-house staff do not find these comments challenging. FM1 implied that it is not that the comments might not bother or impact the staff member, but that they are focused on earning their tips. He stated:

Not that the racial comments do not bother them, but if the money is right, they will see pass certain things. (FM1)

A focus group member's comment captures the extent of the emotional nature of their role, where they are exposed to guests not just being rude but physically attacking them on the job. FG5 shared the following experience:

Guests pelt back food at me already.
I smile and went back. Some bigshot. Just because he got onions in his chopped salad, he took it and pelt it back at me. I still served him. (FG5)

FG5 supports the view of Cho et al. (2016) who acknowledge that restaurant workers will come into contact with rude, mean and aggressive customers, and they must be emotionally intelligent to be able to handle these difficult situations in a professional manner. DiPietro et al. (2019) highlight that upscale restaurants demand superior service; however, incivility could result in impacting employees' service orientation and overall work performance (Cho et al., 2016).

When a guest tells you something that's so rude it does hurt your feelings. It does really, really hurt your feelings. The guests do tear you up and they tell you so many bad things, like... I remember a guest saying to me 'you working here so long, I surprised you last so long.' I ain't even speak to this guest for the night and the guest come and tear a hole in me. (FG4)

The level of guests' incivility emerged during the employee survey and the focus group. The Restaurant Managers were aware that staff periodically would be exposed to racial comments but clearly not to the extent of the emotional labour and stress due to some of the comments made by the guests towards the staff. Beattie and Griffin (2014) postulate that managers can be a source of emotional support to employees who are faced with such guests.

Given the nature of the work, some element of stress would be anticipated, especially given that the staff is expected to portray acceptable behaviours whilst interacting with guests. However, two issues emerged: first, guests' incivility and the emotional toughness and intelligence required to effectively interact with such customers. The second is the perception held by this Restaurant that male front-of-house employees are more capable of managing stress. The stereotype that males are more service oriented was not substantiated by the Independent Sample T-Test. Therefore, the fact that only 38.7% indicated that they found the job stressful might not be related to the front staff being predominately male. It

could be a number of factors: professionalism; passion for the industry; or motivation by anticipated tips.

Evident in **Table 4.1**, the Correlation Test indicates that there is a relationship between the Nature of Work and two variables of the ESO Construct. The Correlation test showed that there were both negative correlations between the Nature of Work and Willingness to Satisfy Customers ($r(31) = -.383, p < 0.05$), as well as Interacting with Customers ($r(31) = -.419, p < 0.05$). Therefore, the more stressful or demanding the employee perceives the job, the more negative will be the impact on their willingness to satisfy the customers and their interaction with them.

This finding is suggesting that the Nature of Work does indeed have an impact on employees' service orientation with respect to their Willingness to Satisfy Customers and Interact with Customers. This suggests that service orientation could be for many of the frontline staff more a surface trait influenced by contextual situations.

4.3.3 Work Environment

Work Environment emerged as a variable from the PCA when exploring the possible factors that could influence employee service orientation at the individual level. Work Environment comprises of four items: *Perceptions about Compensation; Work Tools; Perceptions of Management; and Company Goals*.

The Nature of Work focused on issues that emerged directly from interaction with guests and how they impacted or influenced the staff with reference to them being service oriented. Work Environment raises the other issues that could directly influence an employee being service oriented. An issue that did not arise in any of the management interviews or the employee survey but was raised during the focus group and therefore, cannot be ignored is the issue of Job Security.

Perceptions of Compensation: This item relates to perception of pay; service charge; and the Company's tip policy. The participants in the focus group were vocal with reference to their views on compensation and their comments appear to support the 72.4% who believe they are currently not being fairly compensated.

One of the Waiters, FG1, commented on the fact that the Company is aware that they are one of the lowest paying restaurants on this side of the island, but yet they still want the staff to be service oriented to compete with the other high-end restaurants. The Waiter noted that when the restaurant was temporarily closed, he worked for another upscale restaurant that paid him an additional BDS\$2.00 per hour. FG1 indicated that after six years as a Waiter with the Group his hourly rate has not changed.

FG3 indicated that “this might sound funny but the most important thing about a job is the money”. This would apply to both the tips and service charge. Only 17.2% of the participants were in agreement that they could trust the service charge calculation. Even the HR Officer herself does not trust the service charge calculation. Also, only 17.2% of the respondents were in agreement that the service charge was distributed fairly. In the focus group, persons had strong views on the distribution of the service charge and who should be eligible to participate. In FG1’s perspective it is unfair that the monthly administrative personnel participate in the service charge. He commented:

The monthly staff already have an established salary; it is not so for the weekly staff and the monthly should not participate in the service charge, that is unfair. That is why the service charge looks poor, because it has to be divided amongst 100 persons, it never looks beneficial to me.

The Company has two approaches with respect to the tip policy. RR1 and RR2 have the same tip policy, where the tips are shared amongst the front staff only, with the persons serving the table retaining 70% of the tips from the table they are assigned, the remainder is pooled and equally distributed amongst the front staff with the exception of Management. Whilst at RR3 the tips are pooled and distributed amongst all employees including back-of-house and Management. According to RM3, he believes that this is fair as every person needs to be service oriented including the Custodians that clean the bathrooms as they are also an important part in creating the service experience.

Given the above background, it might explain the results of the survey which were almost equally divided. There were 35.5% of participants who were in agreement that the Restaurant’s tip policy is fair, 32.2% who were not in agreement that the tip policy was fair and 32.3% neither disagreed nor agreed.

The focus group participants clearly reinforced that the staff held differing views with respect to the tip policy. FG2 commented that tips are very important. FG1, who is a Waiter at RR1 where a portion of tips are shared with front staff, verbalised that he does not like the tip policy as the tips should belong solely to the Waiter.

FG5 who works at RR3 expressed that he does not like the fact that a Waiter cannot get personal tips. He noted:

me personally I think it is unfair. I don't mind sharing tips with everybody, you know, but if the guest says well, they left that for you, you should get it.

FG3 is in agreement that the tips should be shared with the entire staff. Whilst FG4 tabled another perspective that tips should not be expected. She argued:

I believe if you come out to eat, right, you save up your money for about six months just to come dinner, but you ain't got nothing to tip me with but you want an experience. You can't get mad, you don't know what that person went through to get here to have a dinner, and if they bless you with a tip then be grateful. You don't stand up and say 'oh, them cheap, they don't tip. You work here, you get a pay cheque here. (FG4)

FG4 may hold a different perspective as the Restaurant she works at attracts more locals than the other two within the Group. FG2 posited that if you do not get a tip then you will be relying on the service charge. She concluded that the service charge “already to everybody don't look like nothing”.

It appears that money – basic salary, service charge or tips – is an important factor at the individual level and there have already been suggestions that Front-of-House staff alter their service based on the perception of the tips they believe they might or might not receive. Charles and Marshall (1992) and Naidu and Chand (2014) argue that hourly paid hospitality workers within the Caribbean, pay greater attention to money than even seeking additional responsibilities in most instances. The CEO in her interview gave an example that supports this point when she commented about an employee who was promoted from a Waiter to a Team Leader and after nearly a year, asked to revert to waitering. The reason given is that he had the ability to earn more through tips. It is possible that some employees could be interested in advancing in the Group, as expressed by FG5 “that he would eventually like to grow in the industry”. If promotions, however, negatively impact on an

employees' earning ability they would more than likely not be interested in advancing within the Group, especially when their focus is still on satisfying their physiological needs. This finding reflects the argument rooted in Maslow's Hierarchy of Needs theory (Maslow, 1943).

Work Equipment: In the survey, 55% of the staff was in agreement that the Group provided the requisite tools for them to perform their job. However, 30% of the staff felt that they did not have the required tools to function effectively. This view was supported by RM1, who stated "that in order for the Group to be successful they need to provide equipment for the staff to work with in order to achieve the customers' needs". RM1's reference to 'they' pertained to the Directors. DiPietro et al. (2019) postulate that the demands of upscale restaurants are stressful for frontline employees, given that customers expect superior service. The lack of essential tools could make it more stressful and possibly affect an employee resulting in some level of frustration.

Company vision, mission and goals were retained as an item within this variable of Work Environment. Standards, vision and mission statements would form part of the display rules which would communicate to the employees the restaurant's expectations of what is deemed appropriate service oriented behaviours (Lee & Ok, 2015). The research findings suggest that as much as 60% of the frontline staff were not aware of the Company's vision and mission statements. On the other hand, 51.7% of respondents were not in agreement that they were unaware of the Company's standards. This does support FM1 and FM3 that indicated that the Restaurant does have a sequence of service on which the front team is repeatedly briefed.

An item that makes up Work Environment relates to the staff *Perception of Management* and the likely impact it can have on them with reference to being service oriented. 46.7% of the front-of-house indicated that they have experienced negative attitudes from management which resulted in them interacting with guests in a negative manner. FG2 stated with reference to a conversation with a manager:

We have people here who do not know how to talk to the staff. It's not what you say, it's how you say it. I'm not going to respect you because you're shouting and want to curse me as a manager.

In response to this comment FG6 indicated that it is difficult to want to smile and interact with a customer after such an encounter with your Manager. Also, 40.7% of the staff indicated they do not feel supported by their Manager. FG6 indicated that they have lost trust in management as they will seek to lie about you, even shame you in the presence of other staff members and use abusive language when speaking with you.

Some of the comments from the focus group border on management incivility towards their staff and would result in a break down in relationship between Management and frontline staff. Even employees who are naturally predisposed to being service oriented would be negatively impacted by such interaction with their Manager. Alkaabi and Wong (2019) explain that manager incivility is deviant behaviour that seeks to harm and violate the workplace norms and values. This creates a breach of trust which is inherent within the psychological contract between an employee and employer (D'Annunzio-Green & Francis, 2005; Ahmad & Zafar, 2017). Ahmad and Zafar (2017) state that a breach in the psychological contract could result in reactions from employees with reference to their attitudes and behaviours. Therefore, it is possible as suggested by some of the staff within the focus group, that it does impact on their ability to be service oriented.

Job Security did not feature as an issue in either the management interviews or the Employee Surveys. However, it emerged during the focus group, and appeared to be causing stress to persons and also impacting on their job performance. Whilst they were all in agreement, three members of the Group were very vocal on the matter:

You're coming to work stressed already, before you even start. You're coming to work, and you don't know if it is your last day, this might be your last week." (FG2)

This is emotional labour. (FG6)

I just want to know what is happening (FG1)

Last week you had four days, now I only have three days. You're coming to work walking on eggshell and stressed. (FG2)

54.8% of the survey respondents were with the Company between one to five years, with 25.8% being with the Group for more than six years. It is the view that hospitality work is characterised as being unreliable due to short contracts and its seasonality (Lee et al., 2015; Schneider & Treisch, 2019). The issue with job security was not raised due to the

seasonality of contracts, as the Group hires a small percentage of temporary staff for the tourist season. The persons expressing concern were the long standing employees. One person within the focus group was with the Company for fourteen years. The concern about job security was centred on the financial performance of the Restaurant and the on-going rumours about the Restaurant closing or being sold. They suggest that this does have a negative impact on their motivation towards the job.

DiPietro et al. (2019) purport that high turnover rates are not typically characteristic of high end restaurants as these establishments depend on long standing employees to deliver the consistent service. It is evident that the Group has longstanding employees, however, the issue of job security is a very real concern for these staff members, and it is impacting on their job performance as highlighted by the participants within the focus group. Length of tenure does not necessarily lead to job security and employees being service oriented as argued by Teng and Barrows (2009), as there are other factors that could impact on employees' perception of job security. The lack of a sense of job security is also a breach of the psychological contract (Ahmad & Zafar, 2017).

The item *Unsociable Hours* was not found to be an influencing factor, as persons have standard shifts, which would typically be eight hours or less, except for the busy period where this could be extended. Barbados Labour Law to some extent classifies restaurants as Shops and under the Shops Act, if an employee works more than eight hours excluding meal breaks, the employees would be eligible for overtime. Therefore, working extra hours would be financially rewarding to the employees.

This variable comprised of those items with reference to the job but not directly related to the customer and explored other factors that can impact the employees' service orientation. It appears that compensation and especially tips is an influencing factor on the front-of-house employees. Two issues which emerged that were of significance and appear to be having some impact on the staff and their motivation to be service oriented, are the issues surrounding job security and management incivility.

Table 4.1 shows that there is a relationship between 'Work Environment' and one of the three variables in the ESO Construct. There is a positive weak association ($r(31)=.398$, $p<0.05$) between Work Environment and Willingness to Satisfy Customers. This finding

suggests the more satisfied employees are with their work environment, the more willing they are to satisfy their customers.

4.3.4 Individual Employee Disposition

Individual Employee Disposition was identified from the PCA. As seen in **Appendix 11** seven items were within this variable; however, they can be grouped into two main items: *intrinsically driven* or *extrinsically driven*.

The interviews with management indicate that service oriented employees must be passionate, motivated, self-managed and possess a willingness to work, amongst other things. The survey results support the views of the managers. It appears that the employees are in agreement that a service oriented employee must be intrinsically driven and have a passion for working within the industry. This is supported by the survey where 93.3% were in agreement that they get satisfaction from knowing that their customers are satisfied. Also, 93.3% of employees were in agreement that by satisfying their customers it means that their goals were achieved. In the survey, 90% of the employees were in agreement that they loved working in the industry. An additional intrinsic characteristic presented as part of this component was the willingness to take ownership and responsibility if they do something wrong. Some 96.8% of the employees were in agreement that being service oriented required a willingness to take ownership for mistakes.

Based on the above, it would be easy to believe that the employees understanding what service orientation looks like and the necessary intrinsic qualities required, that they would express that they are internally driven and motivated. However, only 56.7% agreed that they were internally driven and motivated, and that money was not their focus. This may account for the fact that some persons are extrinsically driven by money. Money has been an important factor at the individual level as highlighted throughout the discussion. There were two comments made during the focus group which may be able to shed some light:

I'm passionate about the industry in general, but I am being honest, working in RR3 after a while I have lost the passion. I enjoy talking with the guests. I love seeing them happy, enjoying their meals, enjoying their food. But as she was saying, when you realise that some people don't take responsibility, in certain things that are happening it shows you that the Company could be better. Honestly,

sometimes you'll see some people at work, even those above you and you know, that you could do their job, and you can see them not doing things correctly. (FG5)

You have to love what you do, to be the best at what you do. I find that a lot of persons here have come to the point where they no longer love what they do. Most of them love the fact that they are getting money. (FG2)

These reinforce the argument previously made, that it is possible for persons to be service oriented but due to certain factors, they have become somewhat jaded; and therefore, money or other external recognition has become a key motivation in them delivering the required service. A finding that is emerging is the possibility that someone could have naturally been predisposed to being service oriented but external factors have changed their level of service orientation to being more of a surface trait now influenced by situational and contextual factors.

The Correlation Test highlighted with reference to Individual Employee Disposition, that Interacting with Customers was the only variable of the ESO Construct where there was a correlation. The association between the two were ($r(31)=.509, p<0.01$). This was a positive and moderate correlation, meaning the more the employee possesses the attributes suitable for the industry, the more they will be willing to interact and engage with the customers.

4.3.5 Summary

The second research question asked, “**What factors influence the employees’ service orientation at the individual level within the Restaurant Group?**” The PCA identified four possible influencing factors at the individual level and these are: Understanding Job Role; Nature of Work; Work Environment; and Individual Employee Disposition; these four factors were examined.

Understanding Job Role has a positive moderate correlation with two variables of the ESO Construct, that being Employee Disposition and Interaction with Customers. The findings show that service orientation is influenced by how frontline employees interpret their job role. The current limited view is of their job being tourist oriented and not hospitality focussed, along with the preferential treatment of tourists. These appear to impact on the frontline staff displaying appropriate service oriented behaviours towards locals. This has

hampered the development of their local clientele. This is extremely unfortunate for the Group especially considering COVID-19. The World Economic Forum projects significant decline in tourist arrivals for the 2020/2021 season. Therefore, restaurants will need to rely heavily on the patronage of locals to ensure their viability. Therefore, Understanding Job Role, through a narrow lens is an influencing factor with respect to employees displaying appropriate service oriented behaviours towards locals. It could be argued that an employee who is naturally predisposed to being service oriented would not be inclined to demonstrate these biases when interacting with guests.

Nature of Work had a negative correlation with Willingness to Satisfy the Customer and Interaction with Customers. This suggests the more stressful the staff perceives the job it will have a negative impact on these two aspects of service orientation. Despite this finding, whilst the focus group members indicated that they do find the job stressful and did shed more light on the level of guests' incivility, it appears that once the guests are good tippers the staff are prepared to tolerate the guests' behaviours. It appears that money is a mediating influencing factor or compensatory factor at the individual level for the stresses the staff endure.

Work Environment had a positive although weak association with Willingness to Satisfy Customers. The Work Environment therefore has some influence on employees' service orientation. More specifically within this variable there were three key items that appeared to be strong influencing factors: the perception of compensation (basic wage); service charge; and tips. How these are viewed impacts on the employees' attitude towards work (Lin & Namasivayam, 2011). Employees' perception of management appeared to be a major influencing factor, as staff does not trust management and there is strong evidence of Management Incivility, such as shaming and using abusive language towards the staff. It appears whilst the staff is prepared to tolerate guests' incivility, it is not the same with respect to Management Incivility. Management incivility does not only appear to impact on their service orientation but their general feel about the Group.

The final item within Work Environment is the issue of job security. The view that the Group has longstanding employees, would suggest, according to DiPietro et al. (2019), that there are no issues with respect to job security. However, the constant rumours about the

Restaurant closure creates a significant level of job insecurity, and maybe even more so as the Restaurant has some longstanding employees. This was clearly a factor that influences their service orientation and general care about their job and the Group as a whole.

Individual Employee Disposition had a positive moderate correlation with Interaction with Customers. This suggests that the more employees possess the attitudes suitable for the industry the more they will be willing to interact with customers. This factor had two items intrinsically driven and extrinsically driven. It is the view of Chu-Mei and Kuang-Jung (2006) and Frimpong and Wilson (2013) that employees who are naturally predisposed to be service oriented can be influenced by other factors. The research suggests that whilst there are employees that are extrinsically motivated, there is a possibility that there are employees who are naturally predisposed to being service oriented but the situations within the Group has negatively impacted on their service orientation. This finding suggests that it is possible for an employee who is naturally predisposed to being service oriented, to change their disposition over time because of the work environment or other factors.

Finally, biographical information was not presented as an influencing factor, as employees and most managers did not believe that educational qualifications make a difference; it is mainly interest and passion for the industry. There were mixed views with reference to age. Some managers preferred younger staff, whilst some felt that older staff was more service oriented. The ANOVA conducted by age groups showed that there was no significant difference in any of the variables identified at the individual level (See results in **Appendix 12** and **Appendix 13**). The only biographical difference was with respect to gender. Unlike the perception that men are better suited for the front-of-house of upscale restaurants, the females' scores suggested that they are perhaps more service oriented.

4.4 Service Orientation from the Organisational Level

This section addresses the final research question, which focuses on: “**What factors influence the employees’ service orientation at the organisational level within the Restaurant Group?**” To address this question a similar methodological approach was taken as with the previous research questions. Section Three of the questionnaire which

addressed this specific question had a Cronbach Alpha of .860. The PCA identified five variables which are examined in relation to this question. These five variables include: *Leadership and Management Support; Employee Discipline; Compensation and Rewards; General HRM Practices; and Organisational Culture and Support*. These variables and associated items can be viewed fully in **Appendix 14**.

This section will also seek to determine if there is a relationship between these variables at the organisational level and the ESO Construct. This is achieved through a Correlation Test and the results are featured in **Table 4.4**. **Table 4.5** shows the results for a Correlation Test that was undertaken to establish if there is any relationship between the organisational and individual level variables, and these findings are discussed within this section.

4.4.1 Leadership and Management Support

Leadership and Management Support highlighted two items which are: *Provision of Guidance and Coaching and Leading by Example*.

The research showed that whilst 23.3% of respondents were in agreement that the managers provide coaching and guidance, 50% of the respondents were in disagreement that they provide any leadership or support.

I think our managers come through on a daily basis. They work the shift and go home with no regard to three months down the road. They do not look to develop the staff with a vision. They don't say today the staff is subpar but in two months' time they will have superior performance.
(Group Accountant)

Table 4.4: Pearson Correlation - Organisational Level Factors & Service Orientation
Extracted from SPSS

		Mgr_ Support	Employee Discipline	Comp_ Rewards	Gen_ HR_ Practices	Org_ Culture_ Support
Willingness_ To_ Sat_ Cust	Pearson Correlation	.092	.239	.011	.315	.481**
	Sig. (2-tailed)	.624	.195	.956	.085	.007
	N	31	31	30	31	30
Interact_ Cust	Pearson Correlation	.101	.175	.284	.168	.464**
	Sig. (2-tailed)	.590	.345	.128	.365	.010
	N	31	31	30	31	30
Employee_ Disposition	Pearson Correlation	-.009	.109	.154	.107	.272
	Sig. (2-tailed)	.960	.558	.415	.565	.146
	N	31	31	30	31	30

Correlation is significant at the 0.05 level (2-tailed).*

Correlation is significant at the 0.01 level (2-tailed).**

Table 4.5: Pearson Correlation Between Organisational Level Factors & Individual Level Factors
Extracted from SPSS

		Mgr_ Support	Employee Discipline	Comp_ Rewards	Gen_ HR_ Practices	Org_ Culture_ Support
Understanding_ Job	Pearson Correlation	.237	.180	.341	-.019	.309
	Sig. (2-tailed)	.200	.333	.065	.918	.096
	N	31	31	30	31	30
Nature_ of_ Work	Pearson Correlation	-.210	-.209	-.303	-.363*	-.427*
	Sig. (2-tailed)	.256	.260	.104	.045	.019
	N	31	31	30	31	30
Work_ Environment	Pearson Correlation	-.220	.225	-.469**	.069	.181
	Sig. (2-tailed)	.235	.224	.009	.712	.337
	N	31	31	30	31	30
Indiv_ Employee_ Disposition	Pearson Correlation	.481**	.315	.222	.600**	.551**
	Sig. (2-tailed)	.006	.084	.239	.000	.002
	N	31	31	30	31	30

Correlation is significant at the 0.05 level (2-tailed).*

Correlation is significant at the 0.01 level (2-tailed).**

From the comment made by the Group Accountant, the managers appear to fail at helping their employees to understand and internalise the organisational goals which will lead to success, which is a key aspect of transformational leadership. Liaw et al. (2009) posit that transformational leaders support their team members in understanding the organisational goals and plans, which could encourage them to assume additional responsibilities.

The focus group discussion confirmed the survey findings and the comments noted by the Group Accountant. One member within the focus group indicated:

If you have management that literally does not support their staff, don't give any guidance, any motivation, nothing like that you're always going to have angry staff members. Let's not say angry staff members, you're going to have staff who literally do not care. (FG7)

The feedback from both the focus group and employee survey suggests that the front-of-house team members feel a general sense of a lack of leadership and support from the management team, which appears to be creating some level of frustration and demotivation. This suggests that there may be an element of lack of trust between management and the staff. FG7 suggested that some managers tell lies about employees and talk about them with other staff members, creating unnecessary conflict and tension in the workplace. There appears to be some level of fracture in the employee and employer relationship. The HR Officer noted that RR3, the newest restaurant in the group, has a high turnover rate for an upscale restaurant. This is supported by Chen and Wu (2016) that when employees perceive that the trust is broken or damaged between the employee and the employer, it not only impacts on their job performance, but also their intention to exit the organisation.

The second item noted is *Managers Leading by Example*. This point was specifically addressed in the focus group, as there appeared to be some conflict. The focus group members indicated that managers lead by example with reference to focusing on the guests. This explains why 51.7% of persons were in agreement that the managers lead by example to encourage team members to focus on the customers' needs. One member of the focus group stated:

They are checking for the guests at the table, but they do not check for the staff. They lead in emphasising on checking for the guests. We don't have management coaching us and leading us and giving us encouragement. (FG2)

The view from the Group Accountant, HR Officer and focus group members implies that there is a lack of direction, leaderships and support for the team. According to the HR Officer "the managers could use some help in this area", this was reference to their leadership and management capabilities. Based on the HR Officer, it appears that there is some lack of understanding of what is expected of them as Restaurant Managers and similar sentiments were echoed by the Group Accountant.

FG2 made the comment "if you take care of your staff, your staff will take care of your guests". Beattie and Griffin (2014) remind managers that even when focusing on your guests, they should still seek to provide the necessary support to the front-of-house staff which could reduce their stress and improve willingness to serve guests, even ones displaying rude and aggressive behaviours.

The findings in **Table 4.4** indicate that there is no relationship between Leadership and Management Support and any variable of the ESO Construct. However, **Table 4.5** revealed a positive correlation ($r(31)=.481, p<0.05$) between Leadership and Management Support and Individual Employee Disposition, which is a variable featured at the individual level of service orientation. This finding suggests that the more the employees feel supported, the more there will be a correlating positive increase in the employees' disposition towards the job and work performed. This concurs with views of Dai et al. (2013), Beattie and Griffin (2014) and Chen and Wu (2016) which stress the importance of management supporting and developing healthy relationships with their employees.

This variable of Leadership and Management Support does not have a correlation with any components of the ESO Construct. However, Leadership and Management Support does have a positive moderate correlation with Individual Employee Disposition. This indicates that as the perception of management support increases so does the employees' disposition to be more service oriented.

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There is an apparent breach in the employee and employer relationship that appears to be negatively impacting employees being service oriented and passionate about their jobs, with money becoming the main motivator.

Although there is no direct correlation with any of the variables in the ESO Construct, the correlation to Individual Employee Disposition indicates that Leadership and Management Support is a mediating variable to employee service orientation within the Group.

4.4.2 Employee Discipline

This variable, **Employee Discipline**, comprises of three main items which are examined in this section. These items include: *Disciplinary Process*; *Discipline Enforcing Compliance with Company Standards*; and *Impact of Discipline on Work Performance*.

The survey reveals that the employees have a negative perspective of the Company's disciplinary process. According to the survey, 66.7% of the employees were in agreement that the Restaurant Group disciplines more than they reward their employees. Franklin and Pagan (2006) argue that employee discipline for some is about improving productivity and ensuring compliance, while for others it is a measure of controlling undesired behaviour. It could be argued that discipline is used as a management tool to obtain a measure of control with respect to the employees. This thought is confirmed by the Group Accountant, who sits on the Disciplinary Team. He states that "employees should not see punishment as an incentive to work better because it's not an incentive to work better." The HR Officer confirms that discipline is often used by Management, especially with reference to asking employees to 'clock-out' and go home. This will impact the employees, as they will receive less pay, service charge and tips for that night. The HR Officer stated:

The Company would prefer to drag up, when I say drag up a man, tell him 'man, you're doing bare foolishness. Nah! Nah! Nah! Nah! Go home off my clock and come back tomorrow when you cool down and you can work properly.'

This particular action is very punitive but the threat of the managers having that power can be a measure to get the desired productive behaviour. This contributes to the perception that the Group disciplines more than they recognise their staff.

According to the employees in the focus group there is no *Disciplinary Process*. According to two members of the focus group:

A process is strategic, it has levels, it goes through stages, literally. There's none, so I think, it is completely absent. (FG6)

Nobody gets chastised other than if it is that somebody is in a terrible mood and want to let go two "F offs at you". (FG7)

Both the HR Officer and the Group Accountant disagree. They state clearly that there is a disciplinary process; the challenge is the managers fail to consistently follow the disciplinary process. The Group Accountant indicates that the Company has a very structured disciplinary process:

It is structured in a way that all parties are heard, the results are not always what everybody expects, but the truth is it is based on the strength of everybody's involved arguments, so if you bring a poor argument right or wrong, you've got no case.

There is obviously a disconnect between what the Company has implemented with respect to the disciplinary process and what is being executed within the Restaurants, as highlighted by the HR Officer and the focus group members. There is obviously a lack of consistency in the application of the disciplinary process.

Based on the survey, 48.3% of employees were in agreement that the disciplinary process needs to be enforced for the Group to see the desired change. Cole (2007) indicates that discipline will always be a challenge between management and employees. Head and Lucas (2003) claim that there will also be a conflict between HR and Restaurant Managers, as HR desires consistency in application of discipline, and at times the manager is more interested in getting the work done and therefore could be lenient in the administration of discipline, which contributes to the perception of inconsistencies and even favouritism as commented by FG3:

I would do something, and I would be disciplined, you would do something, and it would be an honest mistake.

The inconsistencies and perceptions of both management and employees of the disciplinary process appear to hamper the effectiveness of the overall process. The evidence from the employee survey did not suggest that the disciplinary process was effective in improving

work performance or encouraging employees to be more service oriented. There were 11.1% of employees who felt that disciplinary action did result in employees' attitudes towards work improving afterwards. However, whilst it might cause some improvement to their attitude after the disciplinary action, the survey suggests that it did not result in sustained improved performance. According to the survey there was no agreement that disciplinary action resulted in sustained improved performance. The survey revealed that 54.2% of employees neither agreed nor disagreed that disciplinary action resulted in sustained improved performance, and 45.8% were in total disagreement that disciplinary action had any impact on employees' performance in the long term.

The Pearson Correlation test as seen in **Table 4.4** and **Table 4.5** respectively, which showed that Employee Discipline had no relationship with any of the variables of the ESO Construct or any of the Influencing Factors at the individual level. This finding is significant. Employee Discipline, as practiced within the Group does not result in employees being more service oriented, especially in an environment where employees do not trust management. Therefore, this finding suggests that the use of Employee Discipline cannot replace effective leadership and management and would not yield the service oriented behaviours desired. Therefore, Employee Discipline is not an effective intervention that would result in employees being more service oriented.

4.4.3 Compensation & Rewards

With reference to **Compensation and Rewards**, the PCA revealed two items: *Employee Recognition* and *Service Charge and Tips*. However, during the focus group discussion, the issue of *Base Pay* emerged as a concern.

According to the HR Officer and the Restaurant Managers, the Company has an Employee of the Quarter Programme where the selected employee of the quarter will be entitled to a monetary award. 53.5% of the employees in the survey were in disagreement that the *Employee Recognition* programme honoured persons who were deserving of such. The HR Officer indicated that the recognition programme needs to be revamped:

The staff feels that it is rigged, and you cannot get the buy-in from the managers. Doing it on a quarterly basis misses the mark. We need to do employee of the month as opposed to the quarter. At present the recognition programme does not motivate the staff. If anything, it frustrates the staff more ...

The HR Officer confirmed the views of the front-of-house team and further indicated that the programme lacks the necessary buy-in and support from management. The HR Officer confirmed that there is set criteria, but it appears to be ignored which leads to the view of favouritism. Mostafa (2019) submits that restaurants, through the use of an effective employee recognition programme along with other types of rewards, can foster the required social and psychological desired behaviours. However, this research demonstrates where such recognition programmes have been implemented, with the lack of buy-in from management and ineffective management: one, it contributes to employee frustration; two, it adds to the lack of trust the employees have of management; and three, it does not yield the return on investment, that is, the programme does not foster the service oriented behaviours that the Group was aiming to recognise and reinforce.

Service charge and tip policy is the second item in this variable which is examined. The survey suggests that 66.7% of respondents were in agreement with a review of these two aspects of their financial rewards. The participants acknowledge that these two policies have an impact on their service orientation. This was confirmed with 67.9% of persons noting that the distribution of tips and service charge does impact on how they deliver service. This is supported by Lin and Namasivayam (2011) who suggest that employees could alter their performance if they do not believe the service charge or tip policy is fair. Throughout the research, the importance of tips for the front-of-house employees has been highlighted.

Participants in the focus group indicated that the Company needs to be more transparent with respect to the distribution of both service charge and tips. The general view of staff as echoed by FG1 “the service charge does not add up”. One employee indicated that there is too much secrecy with respect to both service charge and tips.

There are two issues here. Firstly, a lack of trust with reference to the service charge calculation and the distribution of tips; and secondly, the managers’ failing to perform their duty to address any staff concerns with respect to the matter. Lin (2014) proposes that

where there is a lack of trust in the distribution of service charge, it negatively impacts how the employees view management, and this assists in supporting the distrust that the employees have in this particular area.

The Accountant noted that they have gone to great lengths to ensure that the staff members understand the service charge calculation. Despite this, the HR Officer agrees with the staff that even her own service charge does not 'add up'.

The Company service charge is distributed by points attributed to the kitchen and administrative staff, as well as to Management. Given that the service charge is paid based on points, Management, who are already receiving higher base salaries would receive a greater pay-out with respect to service charge as the calculation of service charge is tied to base pay. With reference to the service charge, both the front-of-house and the kitchen staff receive the same service charge points. RM2 and RM3 participate in the tips whilst RM1 does not participate in the tips. Lin and Namasivayam (2011) indicate that for tipping systems to work effectively it must be appropriate for the culture and appear equitable. Given the importance and value placed on money by the front-of-house workers, if they feel cheated or robbed especially with the tips and service charge, it will impact their view of the Restaurant. FG5 gave an example, where he worked a table and the guests left a US\$200.00 tip and the manager kept it. FG5 stated:

He could have put at least US\$150.00 or something inside of the cash till so that when we finish, we can see our tips, and at least somebody will be getting something for working. He ain't do nothing like that.

FG5 was indicating that the manager should have at least set aside some of the money for the staff tip pool. The action on the part of the manager would result in a lack of trust and damage to the employee relationship, especially when RR3 policy is no personal tips and all tips should be pooled. The same staff member indicates that from that day he stopped speaking to the manager. In the survey, 57.1% of the employees indicated that the Group should implement a policy where both tips and service charge are equally shared by the employees.

FG1 raised the concern that the service charge is being spread amongst too many persons including the monthly-paid staff, hence, in his opinion "the service charge looks poor

because it has to divide amongst 100 persons”. There was a clear view that the monthly-paid persons should not be earning service charge.

The final item that emerged during the focus group is with reference to *Base Pay*. FG4, who has been with the Company for nine years, said she received one raise during that time. She indicated that:

I asked for a raise they keep telling me they ain't got no money, that I already get paid too much.

There is obviously some frustration and the perception that they are not being paid comparative with other restaurants in their same category as previously raised. FG2 states:

It goes back down to if you care for your people. If you care for your staff you're going to make sure they are set. I am going to speak on behalf of those who are catching the bus. I catch the bus to get to work, bus fare gone up.

FG4 commented on the fact that when you get a good pay cheque it motivates and acts as recognition for the contribution that you are making.

FG6 pointed out that:

rates should not be same for everyone in the same department. There are persons you cannot operate without, who is the backbone of the Restaurant... you have people who work hard all the time you can always call on them.

Charles and Marshall (1992) and Naidu and Chand (2014) confirm that money is of great importance to persons in lower level positions within the hospitality sector. Also, FG6 supports a further point made by Charles and Marshall (1992), Naidu and Chand (2014) along with Lahiri (2015), that front-of-house staff should receive salary increases based on their performance and not across the board increases.

Table 4.4 reveals that there is no correlation between this variable, Compensation and Reward, and any of the variables of the ESO Construct. However, in **Table 4.5** there was a moderate negative relationship ($r(30) = -.469, p < 0.01$) between this variable and Work Environment. As the employees' concern about Compensation and Reward increases, it appears to correspond with them seeing their Work Environment in a greater negative light.

This variable, Compensation and Rewards, whilst not having a relationship with any of the variables of the ESO Construct, does have a negative relationship with Work Environment

at the Individual Level. There is some similarity here with Herzberg Two Factor Theory (Furnham et al., 2009), in that whilst it does not cause the employees to be more service oriented, the absence of being fairly compensated, and lack of trust with reference to the distribution of tips and service charge, create a level of dissatisfaction with the work environment.

4.4.4 General Human Resources Management Practices

General HRM Practices comprises of three items: *Recruitment and Selection*; *Training and Development*; and *Performance Appraisal*. These three areas are discussed within this section.

The survey indicates that 24.1% of the respondents believe that the *Recruitment and Selection* process ensures that the best possible persons join the Company. When selecting front-of-house staff it is important to hire persons that can display the required service oriented traits (Wang & Xu, 2017; Grobelna, 2018). The managers, the HR Officer and persons in the focus group, felt that emphasis should be placed on hiring employees who are: passionate; well-groomed; practice good hygiene; possess a willingness to learn; and have an interest in the work not just interested in the money. This view is supported by Teng and Barrows (2009) who postulate that within the hospitality sector it is more advantageous to hire persons who are naturally predisposed to being service oriented.

Within this item was the discussion surrounding qualification versus experience. Two of the Restaurant Managers noted that education was not important as alluded to in the earlier discussions with reference to biographical data. For the sector, work experience is considered as being more important than qualifications. This explains why 71% of the persons were in disagreement that qualifications were more important than experience. However, RM3 and BM3 do believe that whilst experience is important, one should not discount the benefit of having someone who is academically trained.

The HR Officer indicated that the Group has a formal recruitment process, where HR pre-screens and short lists before forwarding for an on-the-job assessment. The process is not always followed, as some managers circumvent the process and hire persons with whom they are familiar or who have been recommended by a friend or current staff member. This

practice by the managers present challenges, as the Company is seeking to move away from the 'block culture', hiring persons that all reside in the same area, as this introduces its own conflicts which periodically impacts service.

Training and Development is an item within this variable. In examining this item 20% of the respondents indicate that customer service training is regularly provided. Whilst 13.3% suggests that the Company provides training on a regular basis to enhance their job and technical skills, only 3.3% were in agreement that the Group provides training on a regular basis to enhance their product knowledge. According to Ballesteros-Rodríguez et al. (2012) and Johnson et al. (2018) effective training assists the employees' understanding of the standards and fosters employee engagement.

The findings show that the Company does not invest in training and development.

It's never been our culture to really train staff, so we hire people off the street and expect them to perform. We need to have the staff properly trained. The period where we have probation should be the training period. (Group Accountant)

The Group Accountant is emphasising the importance of training, especially when persons are being hired to interact with guests when they had little or no prior experience doing so. The research has already shown that being a front-of-house team member requires both technical and emotional preparation to effectively perform the job.

The lack of investment in training could present an argument for the Group to want to focus on their recruitment process to ensure that they hire employees that are service oriented. Johnson et al. (2018) argue that employees can develop the necessary service orientation skills and behaviours through the implementation of effective training programmes. However, Meyer (2019) believes that it is better for organisations to recruit persons who are predisposed to being service oriented as it is difficult for persons to develop these skills if they are not innate to them.

The HR Officer in her interview indicated that she had to organize the training intervention as an initiative at RR3 to improve the service orientation of staff as they prepared for the Tourist Season 2018/2019, since the managers would not take the lead. She noted that:

I would say the investment in training was a success. The Waiters did not seem too knowledgeable and that type of stuff, so at one point in time we had a scenario

where Waiters didn't even really know the menu properly, understand the menu and could not take orders, so I find that with that training RR3 started getting more positive comments ... the Waiters more confidence which was translated into their service.

Again, this is an operational matter which should have been probably addressed by the Restaurant Manager. According to the HR Officer, the investment in time resulted in positive guests' comments, so the level of guest satisfaction improved. FG5 who is employed at RR3 sheds some insight into what could have contributed to the hesitancy resulting in the HR Officer having to take the lead in this operational matter:

I watch managers try to set a table and it look like if a child could set the table better than them... Just the other day, I had an instance where I could get a bill cash out and the manager on duty didn't know how to get the bill cash out.

In most instances, the Restaurant Manager would be the one setting the standards for the table layout and various other operational procedures, therefore, seeing management unable to competently perform such tasks could lend to frustration, especially when RG5 commented that as a "Waiter he should not know how to cash out the bill, but the one getting the big bucks could not perform the function." The two other group members from RR3 confirmed and supported the point made by RG5. This corroborates a point made by Douglas (2013) where he comments that "to manage quality effectively, individuals need to acquire a range of skills equivalent to the requirements of their job" (p. 52). It was evident from the staff at RR3 and the HR Officer that the operational knowledge and skills were lacking in RM3 and his supervisory team and this was causing frustration which could be contributing to the general lack of guidance the staff was experiencing.

Performance Appraisal is the final item examined within this variable. This was a surprise finding, that 50% of the staff were in agreement that the performance appraisal does allow for constructive feedback. Lee et al. (2015) suggest that this is a favourable finding, which could indicate that employees welcome an opportunity to obtain some form of feedback to improve their performance. Given the favourable response with reference to the Performance Appraisal process, this supports Chelliah and Tyrone (2010) that performance challenges could be discussed in a more collaborative manner fostering a better relationship

between management and the frontline team and do not have to be pursued as a form of employee discipline. Lee et al. (2015) underscores the importance of the performance appraisal process being transparent and fair.

Table 4.4 suggests that there is no relationship between the General HRM Practices and any variable of the ESO Construct. **Table 4.5** indicates that there is a correlation between the General HRM Practice and some variables that impact on the service orientation of the employee at the individual level. The Correlation Test suggests that there is a weak negative correlation ($r(30) = -.363, p < 0.05$) between General HR Management Practice and Nature of Work. The findings suggest that the more there is an absence of HRM practices, the more stressful and emotionally laborious the job becomes to the frontline employees. On the other hand, there was a positive moderate relationship ($r(31) = .600, p < 0.01$) between General HRM Practices and Individual Employee Disposition. When there are effective HRM Practices in place it appears that they contribute to building the employees' drive and motivation.

4.4.5 Organisational Culture & Support

The variable, **Organisational Culture and Support**, examines the other items that were identified from the organisational level which could have an impact on service orientation. These items obviously have some bearing on the culture of the Restaurant and the support systems utilised and therefore could impact on the employees' service orientation. Within this variable the three items which will be discussed are: *Co-worker Support*; *Organisational Culture*; and *Service Standards Support*.

Only 28.6% of the respondents were in agreement that there was some measure of *Co-worker Support* and commitment towards working together. 42.8% were in definite agreement that there is no form of co-worker support. Susskind et al. (2007) posit that co-worker support is about the perception that fellow team members are working together to accomplish the required service duties. Co-worker support can impact on the organisational culture by sharing insights, providing strategies and the necessary emotional support for your co-worker, therefore making the work environment more conducive (Liaw et al., 2009). Tews et al. (2013) postulate that there are two aspects to co-worker support:

the sharing of technical knowledge with each other and personal concern for your colleagues.

The comments from the focus group support the findings of the survey. RG2 indicated:

We don't work together...

We ain't checking for each other we're checking for ourselves, so that means we're not able to come together as a team and collectively deliver a service that the guest needs.

This lack of personal care for each other or willingness to assist can negatively impact on the organisation, its culture, service delivered and the employees being service orientated. Liaw et al. (2009) propose that it is possible for co-workers to learn from each other, further enhancing their skills. FG7 stated during the focus group, that sometimes management intentionally causes friction amongst co-workers, failing to understand the need for the staff to have good relationships to provide the required service.

Organisational Culture of the Restaurant is the second item within this variable. Five of the six managers who work in the Restaurant operations that were interviewed indicate that the restaurants have a family oriented culture, and two comments shared include:

I think RR2 in my opinion is like a big family. I think it's a lot of love between the guys. (BM2)

I would call it more of a family, meaning that everybody gets along, and I try to promote that. (FM3)

This was not supported by the previous item, co-worker support. Only 14.8% of the survey respondents were in agreement that the restaurant had a family oriented culture; actually, 59.2% were in disagreement that the organisation had a family culture. There is some level of disconnect between the Management's views and the employees' perception of the organisational culture.

Organisational culture is characterised by the beliefs, values and norms of the internal environment (Lee & Ok, 2015; Popli & Rizvi, 2015). Given the findings and discussions, the Restaurant does not have a family oriented culture. Koutrounmanis et al. (2015) purport that restaurants that wish to encourage service oriented behaviours should have affective culture. Affective culture exists where there is what they have coined 'clan

culture', where the restaurant promotes togetherness, loyalty, commitment and co-worker support.

Service Standards Support is the third item that will be discussed with reference to this variable. The survey findings suggest that 25.9% of employees were in agreement that they are not trained regularly on the departmental standards or sequence of service. All three restaurants noted that they have sequence of service guidelines; however, only RR3 confirmed that they documented their sequence of service standards.

RM3 suggested that the sequence of service is documented, and the staff is constantly trained. He stated that:

A sequence of service happens where there is only one way to pour a bottle of wine, you can't do it any other way, so once you've signed off, you know how to pour a bottle of wine.

Given that RR3 suggests that they have a documented sequence of service, then there appears to be some conflict between what was noted by the HR Officer and the focus group members with reference to RR3. There were two key issues: one, the reluctance of management to arrange the training for the front-of-house team; and two, the staff alluding to the fact that the management at that same restaurant could not perform basic operational duties, such as setting up a table. Verhoef et al. (2004) support organisations having sequence of service events, especially where service is delivered over a short period of time and dependent on related events. They argue that managers should not focus on just a consistent performance of tasks but the provision of exceptional service. Kinman (2009) and Lee and Ok (2015) highlight that service standards, either formal or informal, provide the guidelines for the front-of-house staff to deliver their service. It aids in them being service oriented.

65.5% of the staff was in agreement that information from Trip Advisor and other social media platforms were readily shared with them and this assisted them in being more focused on service. Social media platforms have opened additional channels to receive customer feedback. Feedback from Trip Advisor and other social media platforms have the potential to impact future business (Sotiriadis, 2016). It can be assumed that management is aware of the capability of social media to either positively or negatively

impact the business, thereby, ensuring that the staff is kept abreast of any service challenges or positive highlights. RR1 mentioned that the Company created a competition around Trip Advisor, which was confirmed in the focus group, seeking to encourage persons to provide exceptional service which hopefully would result in the staff member having favourable mention on Trip Advisor. The success of the programme could not be determined, as one focus group member suggested that although she met the criteria, she had challenges claiming the prize. From all reports, although it was a good idea, the initiative appeared to lack the necessary momentum, another example where management failed to honour their promises.

The final aspect with reference to Service Standards Support is with respect to *Daily Briefings*. The respondents in the survey were in 90% agreement that Daily Briefing sessions provided them with relevant information which allowed them to deliver good service. 90% of the respondents were in agreement that Daily Briefings are necessary for good service.

RM1, who has been with the Group for a long time, indicated that he introduced the Daily Briefings as a measure of improving service. In the Daily Briefings he would provide dining information about VVIPs, VIPs, customers with allergies, and highlight any special occasions. RM1 indicated that the Daily Briefings assist in getting the front-of-house team mentally prepared for service. Cheung et al. (2014) agree that Daily Briefings is an effective tool with reference to sharing internal communication and does assist employees in being able to deliver the required level of service.

The information is useful for the front-of-house team as it also assists in identifying the persons who they need to pay more attention to and who would possibly be good tippers if they receive great service. The HR Officer expressed concern that the Restaurant has created a perception about classes of guests. With this concept of VVIP, VIP and then regular guests, she shared two dining experiences which she had at the same Restaurant within the Group prior to joining the Company:

One made me feel very insignificant like if I wasn't important. This is before working with the company and it was like I had gotten a sense that, well, my first

experience I didn't feel like that, that is why I came back, right? The second time, however, the second time was not with the same person as the first time so I don't know if that also played a role in it or not, but the second time I felt like if I wasn't important ... that same night, I could see them showing crazy attention to other people, that they probably knew. (HR Officer)

She posits that whilst this type of information is important it does impact the level of service which staff members provide and which she experienced first-hand. The Briefings play an important role on who the front-of-house staff focuses. This could explain the earlier point where locals may have felt some level of discrimination or that their business is not appreciated. The Group Accountant confirmed that there is perception of classes of guests, and this perception is created from the original owners. Susskind et al. (2007) and Lee and Ok (2015) posit, that service standards foster the service oriented climate and consequently, the service that the staff will deliver, and these standards are often reinforced during the Briefings.

Table 4.4 shows that Organisational Culture and Support was the one variable that had a correlation with the ESO Construct as defined by the Group. This finding supports the view of Homburg et al. (2002), that Organisational Culture is a possible influencing factor on employees' service orientation. The Correlation Test showed a moderate and positive association ($r(30)=.481, p<0.01$) between Organisational Culture and Support and the Willingness to Satisfy Customers. The test also uncovered a significant positive correlation ($r(30)=.464, p<0.01$) between this variable and Interacting with Customers. In **Table 4.5**, the Pearson Correlation Test revealed a relationship between this variable and two variables at the individual level. There is a significant negative correlation ($r(30)= -.427, p<0.05$) with respect to The Nature of Work and a moderate positive correlation ($r(30)= .551, p<0.01$) with Individual Employee Disposition.

The findings show that Organisational Culture and Support is important in fostering the necessary climate for the staff to Interact with Customers and Willingness to Satisfy Customers. The findings imply that when the job becomes more emotionally stressful for the employee, the organisational culture worsens. It also shows the more conducive the organisational culture, the more positively it impacts employees.

This section underscores the importance of organisational culture. The organisational culture of the Group does not appear to encourage co-worker support, and this could be due to the fact that persons are individualist and motivated by their own self-interest in earning tips. Two key influencers with reference to staff being service oriented is the feedback from social media and the Daily Briefings. The Daily Briefings are important as they inform frontline staff, especially the Waiters, who is likely to reward them well for their service. This suggests service orientation for many of the employees is a surface trait as the service delivered is shaped by external contextual factors, primarily money.

4.4.6 Summary

This section addressed the third and final research question: “**What factors influence the employees’ service orientation at the organisational level within the Restaurant Group?**” The PCA identified five variables: Leadership and Managerial Support; Employee Discipline; Compensation and Rewards; General HRM Practices; and Organisational Culture and Support. These variables were examined using qualitative data, descriptive and inferential statistics. These five variables were examined to identify any relationship with the ESO Construct, and the factors identified at the individual level.

There was no relationship between Leadership and Managerial Support with any of the variables of the ESO Construct, whilst there was a moderate negative relationship with Individual Employee Disposition. This suggests that Management Support has an impact on the employees’ disposition. The finding alludes to the fact that the staff’s perception of management impacts on their disposition towards work and service. The research did reveal that there was some evidence of management incivility.

The second variable examined was Employee Discipline and it has no relationship with any variable of the ESO Construct or any variables at the individual level. This finding shows that the threat of employee discipline is not an effective approach in seeking to motivate employees to be service oriented. The views about employee discipline are changing, with a move towards exploring ways to obtain buy-in from the employees with respect to their necessary performance improvements (Chelliah & Tyrone, 2010; Pennington, 2018).

The third variable examined was Compensation and Rewards. The overall perception with respect to Compensation and Rewards is one of genuine lack of trust. More than 60% of the staff agreed that the distribution of tips and service charge has a direct impact on their service orientation. Although it appeared that the Company was financially challenged, it still needs to address the issue of the perception of fairness given its impact on the employees. Although this variable had no relationship with any variables of the ESO Construct, it did have a moderate negative correlation with Work Environment at the individual level. This finding suggests that money is not really a motivator to make them more service oriented, but it does impact on how they view and feel about their work environment. Herzberg Two Factor Theory classifies compensation as a hygiene factor, which supports this finding; if persons are not satisfied with their compensation it would create dissatisfaction with the environment. The conflict, however, lies, in the fact that the front-of-house staff is obviously motivated by money as repeatedly raised throughout this chapter. Therefore, it can be a case where the money can be a motivator for them to deliver service, but does not translate into them being more service oriented, and the compensatory elements impact how they feel about the work environment.

General HRM Practices had no correlation with any of the variables of the ESO Construct. However, at the individual level there was a negative correlation with Nature of Work, which means that the absence of HRM practices does appear to make the employees' jobs appear more stressful. On the other hand, there is a positive correlation between HRM practices and Individual Employee Disposition. Where there are HRM practices, it improves the employees' disposition.

The final variable was Organisational Culture and Support. This component demonstrates that the culture of the organisation does have an impact on employee service orientation. Lack of trust, breach of the psychological contract, no co-worker support and failing to reinforce standards can all have an impact on the Organisational Culture.

This item highlighted the importance of Daily Briefings prior to service and the importance and value of social media feedback in this digital age. Organisational Culture and Support was the only variable that had a positive correlation with two variables of the ESO Construct: Willingness to Satisfy Customers and Interaction with Customers. At the

individual level, it showed a negative correlation with Nature of Work, because if the organisational culture gets worse, the job becomes more stressful. However, it had a positive relationship with Individual Employee Disposition, that is, the better the organisational culture, the better the employee's disposition towards service.

4.5 Chapter Summary

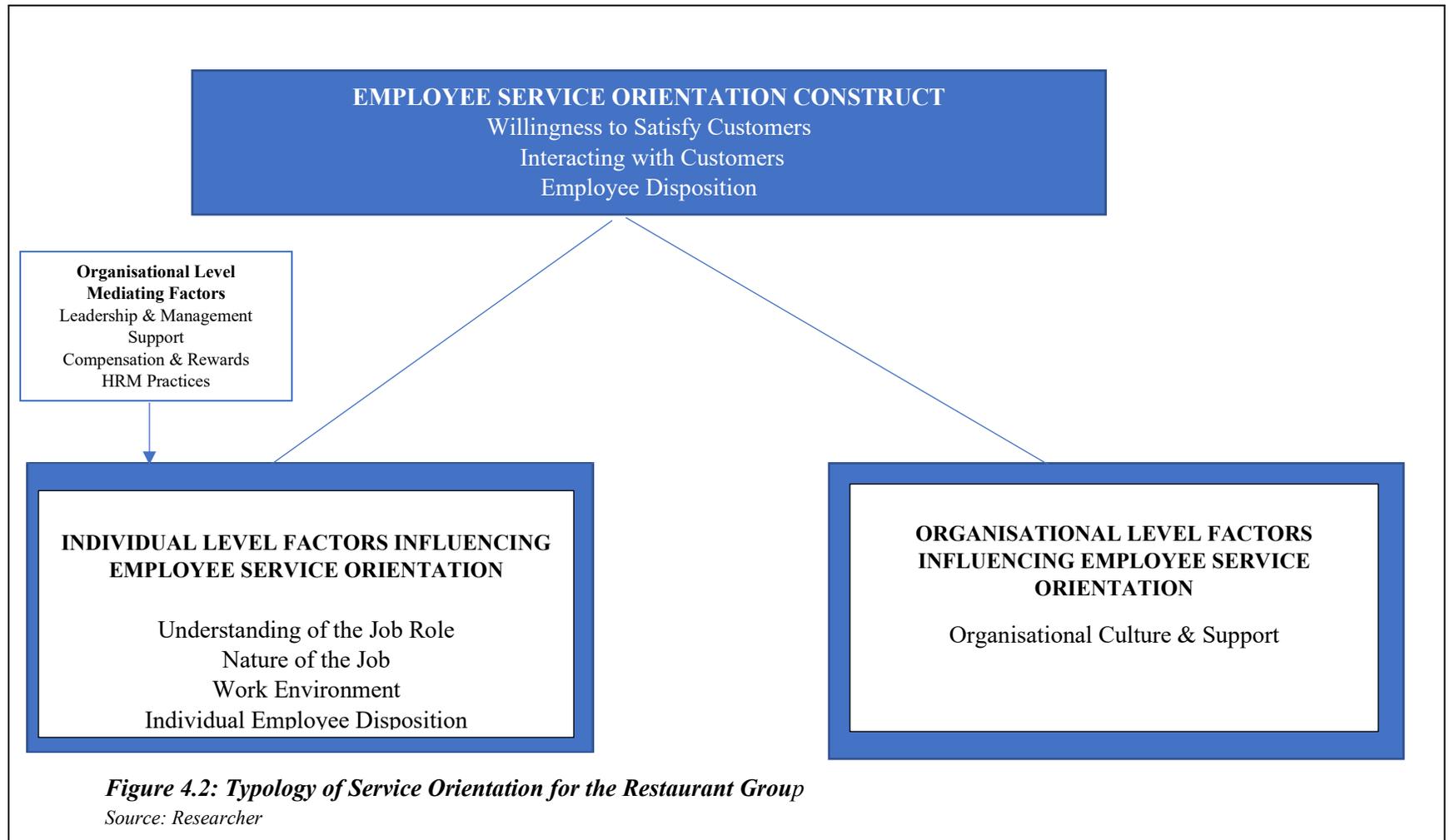
This chapter addressed all three of the research questions, using the Homburg et al. (2002) typology on service orientation as the starting point. **Table 4.6** presents a comparison of the findings of this research in relation to the areas identified by Teng and Barrows.

This chapter also concludes by presenting the Employee Service Orientation Typology for the Restaurant Group based on the three research questions, as shown in **Figure 4.2**. **Figure 4.2** is a graphical depiction and summary of the findings with reference to the three research questions. It highlights those variables that had any correlation with any aspect of the ESO Construct at the Individual and Organisational Levels.

Table 4.6: Summary of Research Findings in Comparison to Literature

	Teng & Barrows (2009) Antecedents	Literature Review Focus Areas	Research Findings Influencing Factors on Employee Service Orientation	Research Findings Mediating Organisational Level Factors on Individual Level Factors
Service Orientation Individual Level Homburg, Hoyer and Fassnacht (2002)	Personality Traits Length of Tenure Job Position	Primary Traits & Surface Traits Nature of Work Emotional Intelligence Perception of Tips Biographical Data	Understanding the Job Role Nature of Work Work Environment Individual Employee Disposition	
Service Orientation Organisational Level Homburg, Hoyer and Fassnacht (2002)	Perceived Management Support Leader/Manager Behaviour Perceived Co-Worker Support Organisational Reward Organisational Identification	Leadership & Management Support Co-Worker Support HRM Practices Organisational Rewards Organisational Culture Standards	Organisational Culture & Support	Leadership & Management Support Compensation & Rewards HRM Practices

Source: Researcher



As seen in **Table 4.6**, Individual Employee Disposition supports the view argued by Hogan et al. (1984), Costen and Barrows (2006) and others that employees can be predisposed to being service oriented. An area absent in the literature was revealed in this research. It is possible that an employee who possesses primary traits, that is, predisposed to being service oriented, can act in a manner to reflect service oriented behaviours more characteristic of surface traits as a result of factors within the Group that negatively impacted them.

The findings surrounding Nature of Work was not dissimilar from what was argued by the various authors. The research suggested, however, that the emotional nature of the job was tolerable because of the ability to earn tips. The research supports Tsaur and Yen (2019) who theorise that in more regular dining settings women frontline staff are more service oriented than the male staff and possess the disposition to manage the stresses of the job. This is despite the preference for male staff and the belief that their style of waitering is better suited for upscale restaurants.

Work Environment confirmed that perceptions of tips and tipping policy do impact on employees. This finding is supported by Lahiri (2015) who theorises that the perception of the tipping system could impact employees' attitude towards work. It also reiterated that money is an important aspect for the frontline employees as argued by Naidu and Chand (2014). Management incivility was shown to have a significant effect on employees being service oriented, as opposed to guests' incivility. There is a lack of trust of management. Cho et al. (2016) further argue that incivility is also perceived as managers failing to assist with abusive customers. Another major issue surrounded job security, whilst not normally an issue for upscale restaurants as argued by DiPietro et al. (2019), was job security despite many long standing employees. The findings from the focus group suggest that it was having an impact on employees' service behaviours, due to the uncertainty of the Group's future.

Understanding Job Role presents an aspect that was missing from the literature and may be due to the specific context of the restaurant. The staff's view and interpretation of the job has resulted in intentional discrimination against local diners.

The only factor at the organisational level that had an impact on the ESO Construct was Organisational Culture. Interesting is the impact despite the fact that the organisation does not have a family or clan culture as recommended by Koutrounmanis et al. (2015) which leads to creating an affective culture that influences the service behaviours of the staff. The key influencing factor is the feedback from social media or the provision of information that has an influence on their ability to earn tips based on the customers who will be dining.

The research did highlight that whilst some variables at the organisational level did not influence the Employee Service Orientation, they could be considered mediating or hygiene factors, these being: Leadership and Management Support; Compensation and Rewards; and General HRM Practices.

5 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This final chapter addresses the extent to which the research objectives outlined in **Chapter One** were achieved, followed by the contribution to both knowledge and practice. The contribution to knowledge builds on the Restaurant Service Orientation Typology in **Figure 4.2**. Whereas the contribution to practice is the recommendations presented in this chapter. This thesis used the Service Orientation Perspective of Homburg et al. (2002) as the framework to undertake the research with five research objectives which guided the study. The chapter also highlights two possible areas for further research.

5.2 Research Objectives

This section discusses the five research objectives and explores how they contributed to the achievement of the overall aim of this study: “**An Investigation into the Factors which Influence the Service Orientation of the Front-of-House Employees within a Restaurant Group in Barbados**”.

5.2.1 Research Objective 1

The first research objective was “**To critically review academic literature which relates to service orientation to identify factors that can be tested and analysed to determine their influence on employees’ service orientation at both the individual and organisational levels.**” A review of literature identified five possible influencing factors at both the individual and organisational levels to be investigated. The possible influencing factors on employee service orientation are captured in **Figure 2.5**. At the individual level: personality traits; nature of work; emotional intelligence; perception of tipping systems; and biographical data. At the organisational level: HRM practices; Co-worker Support; Leadership and Management Support; Service Standards; and Organisational Culture. The three research questions which were discussed and analysed in **Chapter Four** were informed by the literature review. The research questions are:

1. How is service orientation defined within the Restaurant Group?
2. What factors at the individual level influence employees' service orientation within the Restaurant Group?
3. What factors at the organisational level influence employees' service orientation with the Restaurant Group?

5.2.2 Research Objective 2

The second research objective was **“To investigate the perceptions of management and frontline employees on service orientation within an upscale Restaurant Group.”** This was achieved through the application of an exploratory mixed method approach. Nine managers from the Group were interviewed. The output of this information along with literature assisted in crafting an employee survey. A focus group was also conducted with seven front-of-house employees drawn from the three Restaurants. These three data sources provided rich insight into their perspectives about employee service orientation.

Drawing on these three methods an ESO Construct was conceptualised which reflected the views of both management and non-management frontline employees with reference to their perception on service orientation within the Group. The Construct consisted of three main variables which are: Willingness to Satisfy the Customer; Interaction with Customers; and Employee's Disposition. The ESO Construct also consisted of twelve items as can be viewed in **Figure 4.1**.

Willingness to Satisfy the Customer had two aspects. Firstly, it was evident that frontline employees were expected to have a desire to satisfy the customer as part of their job. Secondly, it also appeared to be an intrinsic quality which service oriented employees should possess (Zablah et al., 2012). Customer Interaction, the second variable of the Construct is perceived as being multifaceted; it transcends the ability to effectively converse with guests to include the provision of the same level of exceptional service to all guests, regardless of their tipping ability and whether they are tourists or locals. Service

oriented employees would avoid any form of customer discrimination. The final variable of the Construct is Employee's Disposition. According to Lee and Ok (2015) service oriented employees must be flexible as they will be faced with varied challenges which they will have to address during a customer's dining experience especially in upscale restaurants. There was also the perception from both management and frontline employees that service oriented employees must demonstrate a level of professionalism in the execution of their duties. This includes being emotionally intelligent as there is a measure of guests' incivility as some guests can be very demanding. Geng et al. (2014) argued that service oriented employees who are emotionally intelligent regulate their emotions to reflect appropriate customer behaviours.

5.2.3 Research Objective 3

The third research objective was **“To explore the perspectives of management and frontline staff on the factors that would enhance the service orientation of the front-of-house employees within the Restaurant Group.”** The research defined the ESO Construct as having three variables as discussed above. The research revealed that at the individual level, there were four variables which influenced employee service orientation. These variables were: Understanding Job Role; Nature of Work; Work Environment; and Individual Employee Disposition. Whereas at the organisational level, five variables were identified: Managerial Support; Employee Discipline; Compensation and Rewards; General HRM Practices; and Organisational Culture and Support. The research showed that only Organisational Culture and Support had any correlation with the ESO Construct. This finding was in keeping with Homburg et al. (2002) Service Orientation Typology.

Three of the variables at the organisational level, although not having any direct impact on employees being service oriented, had an indirect impact. These three variables are: Managerial Support; Compensation and Rewards; and General HRM Practices; which are considered to be more mediating or hygiene factors. The research shows that these have some influence on how the employees perceived the Group. Emerging during the research was the importance of the psychological contract and how the breaches impact on the perception of the front-of-house staff with respect to the Group and their overall

motivation. This was especially in relation to the perceived management incivility and issues surrounding compensation and job security.

The research also showed that Employee Discipline was not an influencing factor on the ESO Construct or at the individual level and is not an effective strategy to be pursued to influence employees' service orientation. Finally, despite Management's preference and belief that male waitstaff may be more service oriented, the research clearly did not support this view.

5.2.4 Research Objective 4

The fourth research objective was **“To contribute to both the theory and practice through the development of a conceptual framework which identifies the factors that directly and indirectly influence service orientation at both the individual and organisational levels.”** The contribution to knowledge includes the identification of mediating factors as seen in **Figure 4.2**. The mitigating organisational level factors are: Leadership and Management Support; Compensation and Rewards; and General HRM practices. This contributes to theory, as Homburg et al. (2002) work did not speak to the possibility of mitigating factors at the organisational level that could indirectly impact on the extent to which an employee could be service oriented.

The conceptual framework in **Figure 5.1** in **Section 5.5** also provides a contribution to the body of knowledge on the area of employee service orientation. Unlike the work of Teng and Barrows (2009) the conceptual framework was developed by testing the various themes identified in their work along with Homburg et al. (2002). **Figure 4.2** and **Figure 5.1** further the work of Homburg et al. (2002) and Teng and Barrows (2009) respectively.

5.2.5 Research Objective 5

The final research objective was **“To present recommendations to the CEO and guidelines to Restaurateurs that would assist in the development of strategies which would enhance the service orientation of frontline employees within their respective restaurants.”** This objective was achieved through the provision of four main recommendations which the Group should implement as these could assist with employees' demonstrating more service oriented behaviours. There should be a focus on changing the

Restaurant's culture to eliminate discrimination against different classes of guests. Recommendations were also provided for the consideration of Restaurateurs. Both sets of recommendations are captured in **Sections 5.3 and 5.4** respectively. These recommendations are based on **Chapter Four** which discussed the research findings.

5.3 Recommendations

The value of undertaking a DBA according to Stoten (2016) is that the research contributes to both practice and knowledge. The contribution to practice will be in two aspects: firstly, the provision of specific recommendations for the Group; and secondly, recommendations that are more generally applicable to other upscale restaurants. The CEO and Board of Directors should implement the below outlined recommendations.

1. Create a culture that focuses on hospitality.

The CEO needs to champion a strategic shift in the Group's culture as it relates to service and how the staff view guests. The culture must become one that is centred on hospitality where all guests are treated as equals (Hemmington, 2007). To achieve this some initial important steps must be taken. The CEO must lead the discussion with the Management Team and focus on crafting a Mission Statement which would reflect the change in the strategic focus of the Group.

Also critical, will be educating the staff about the shift in focus and why. The staff needs to understand what is in it for them, which will foster buy-in and employee engagement (Dai et al., 2013). There must be an appreciation that the Off-Season is longer than the Tourist Season and the Group cannot survive without developing a local clientele. The front-of-house staff must understand the importance of being service oriented towards all guests, including locals. This will ensure the long term viability of the Group, through creating a local clientele, therefore securing their employment.

A vital aspect of this change must be the content of the Daily Briefings. The Daily Briefings should continue to provide all relevant information for service, omitting anything that promotes discrimination through identifying classes of guests or tourists versus locals.

Completing this research at this time reinforces the need for restaurants to embrace the concept of hospitality. The stark reality of the COVID-19 pandemic with the significant reduction in air travel underscores the need for the Group and any other upscale restaurant to have a wider, more all-embracing approach that focuses not only on tourists in order to ensure their viability.

This recommendation is of paramount importance and should be the first action that the Group considers. This will improve their financial performance and the Group's overall sustainability, especially at a time where there will be few tourists on the island.

2. Development of the Restaurant Managers.

The CEO and the Board must focus on the holistic development of the Restaurant Managers. The development of the Restaurant Managers is key for any of the recommendations to be effective. Teng and Barrows (2009) opine that the leadership style of management is critical to fostering the necessary service climate within the organisation. The Board needs to invest in a Management Development programme, which will include at least Restaurant Operations, Financial Management and People Management. The managers need to have a better understanding of the operations and possess the necessary tools to inspire the front-of-house team to display the required service oriented behaviours (Dai et al., 2013).

This investment into the managers would allow them to have a better understanding of the business side, enhance their technical skills and be in a better position to coach, train and guide the staff in displaying the required service oriented behaviours. This intervention would yield a return on investment as the Restaurant would be more efficiently operated, whilst providing insights into effective people management which appears to be lacking. This intervention is critical to ensuring the success of all the other recommendations.

3. Honour the psychological contract between employee and employer.

Focus must be placed not only on honouring the written employment contract, but attention should be given to the psychological contract which exists between the employer and employee. The psychological contract can become damaged because of a breach of trust,

loyalty or failing to keep promises made either explicitly or implicitly. There is a need for both the employer and management to seek to repair the fractures within the relationship.

Management Actions Required

The environment should not only be professional for guests dining in the restaurant, but the work environment should also be conducive to the staff. Therefore, abusive language, intentionally creating conflict between co-workers and publicly shaming staff members is not acceptable. The staff must be treated as an asset.

There should be no hoarding or stealing of tips. If staff worked for their tips, they should receive the tips, no matter the amount. Given the importance of money to the frontline staff, this behaviour should cease immediately.

Management cannot stop a guest from making a racist or abusive comment, but their emotional support and guidance in these situations assist in building employee trust and repairing the breach within the psychological contract. On extremely difficult and challenging nights they can have a little celebration with the team at the end of the shift, thus building relationship and camaraderie.

Employer Actions Required

The issue of compensation is not only an employment contract matter but one which affects the psychological contract. Effort must be made into making the distribution of tips and service charge as transparent as possible. The staff's perception that they are being cheated with respect to their tips and service charge does impact on their perception of the Company and management. As indicated in the survey, this impacts how they engage with the guests.

The rumours about the possible closure of the Restaurants add to the staff stress and should be addressed by the CEO. Job security is especially important for the long standing employees who would have their personal commitments, and for many of them the Restaurant is their main source of income. The CEO needs to improve the communication channels so that the Group could respond to rumours and staff concerns in a timely manner, not allowing them to fester or create more discontent and lack of trust within the work environment.

4. Strengthen the HRM Function within the Group.

HRM does not directly influence employee service orientation but it does have a mediating role. The only HRM function that has no impact on the factors that influence employees at the individual level of the ESO construct is Employee Discipline.

The managers should not use the threat of discipline to try to foster the required service oriented behaviours. They should cease this transactional approach to managing and seek to foster constructive discussions in order to improve staff performance. It is recommended that a collaborative approach to developing an improvement plan is adopted for when an employee's performance is below the required standard. This approach is supported by Chelliah and Tyrone (2010) and Pennington (2018) who argue that when addressing employees' behaviours and work performance it should be positive and collaborative in nature, where possible,

The CEO needs to support the HR Officer, ensuring that the Management Team complies with the Recruitment and Selection process. The focus must be on recruiting based on the items that were identified in the ESO Construct. These persons would be naturally predisposed to being service oriented and would respond better to customer service training and receive satisfaction from providing service (Teng & Barrows, 2009; Meyer 2019).

Every employee, after being hired, should have a formal orientation and training period where they get to understand the Company's culture and standards. The Restaurant Manager should continuously assess the employee during the probationary period.

The Company needs to create an environment where training for the front-of-house team is undertaken on a continuous basis. Training should reinforce items identified within the ESO Construct. This training, such as role plays, can be incorporated within the Daily Briefings without any additional cost. As a result of the Management Development Programme, the managers with the support of the HR Officer will be equipped to execute staff in-house training interventions.

A key priority when the Group becomes financially viable is to revisit its compensation and rewards. Given the use of the Performance Appraisal, the Restaurant can link any

increases or incentive payments to the Performance Appraisal. The Company should also not just ensure the transparency of the service charge and tip policy as indicated above, but they should review it to ensure its fairness.

Finally, the HR Officer should revisit and relaunch the Employee Recognition Programme, and in so doing, seek to get buy-in from management and employees. They should remain with the quarterly Recognition Programme, but the criteria must be transparent, even allowing the employees an input on the decision for Employee of the Quarter, especially seeing that they work alongside their colleagues.

These recommendations, if implemented, will positively impact and influence the service orientation of the front-of-house employees within the Restaurant Group. These recommendations have the ability to rebuild the trust between management and employees, whilst expanding the Restaurant Group clientele through emphasising hospitality and moving away from a system that discriminates based on the perception of the guests' tipping capabilities.

5.4 General Contribution to Practice

There were key insights from the research that are generally applicable to other upscale restaurants. These include:

- Restaurants need to foster a culture which focuses on hospitality in an effort to develop a local clientele
- Selection of the correct Restaurant Management is vital as they play a key role in setting the service climate
- The utilisation of the twelve items in the ESO Construct to recruit employees that are predisposed to being service oriented
- Invest in training which incorporates the twelve items within the ESO Construct, as this will reinforce service oriented behaviours
- Daily Briefings are important and should share relevant information that assist staff in their mental preparation for service and assist with reinforcing service standards
- Document and reinforce service standards

- Honour the psychological contract as it impacts on the how staff perceive the Restaurant and Management
- Employee discipline is not an effective management tool to foster service oriented behaviours
- Service charge and tips are important to front-of-house employees and these systems should be fair, transparent, and easy to understand
- Compensation is of critical importance to front-of-house employees

These points identified are applicable to any upscale and fine dining restaurant, which is desirous of having a front-of-house team that is service oriented.

5.5 Contribution to Knowledge

This research has two main contributions to knowledge outside of the fact that this is the first in-depth research in Barbados on the Restaurant Sector. The first contribution is the Service Orientation Typology as seen in **Figure 4.2**. Second, the Conceptual Framework on Service Orientation in **Figure 5.1**.

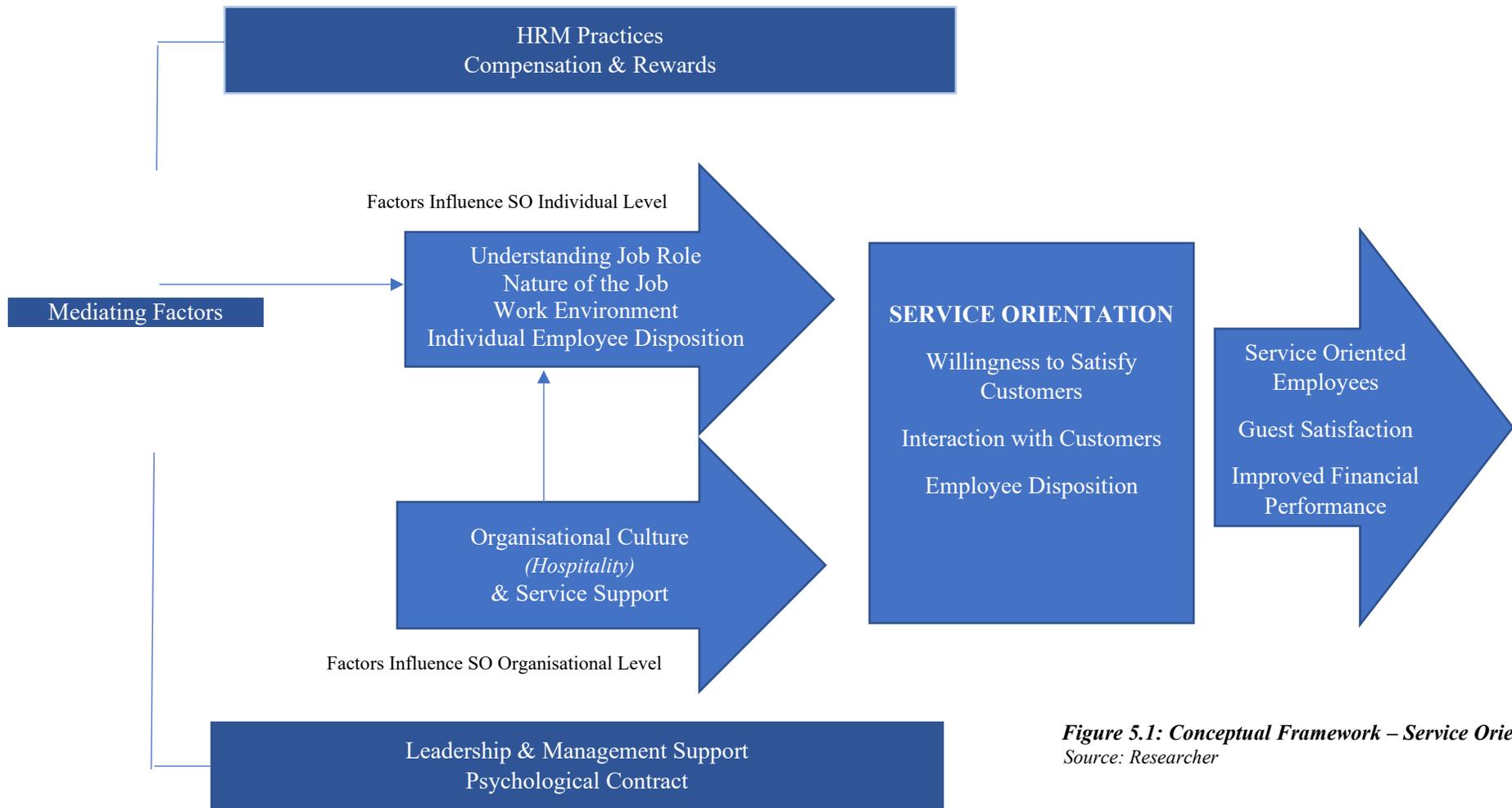


Figure 5.1: Conceptual Framework – Service Orientation
 Source: Researcher

Homburg et al.'s (2002) service orientation typology suggested that employees' service orientation is influenced at the individual and organisational levels. This research revealed that whilst this is true, there are mediating factors: Leadership and Management Support; Compensation and Rewards; and General HRM Practices, which indirectly influence employee service orientation at the organisational level. These mediating components are hygiene factors; if present they can prevent dissatisfaction and can result in employees being more service oriented.

Figure 5.1 features the Conceptual Framework for Service Orientation for the Restaurant Group. The Employee Service Orientation construct has three components, which are: Willingness to Satisfy Customers; Interaction with Customers; and Individual Employee Disposition.

The framework shows that at the individual level the Understanding of the Job, Nature of Work, Work Environment and Individual Employee Disposition are factors which influence the employees' service oriented behaviours. Organisational culture and Support is the only factor that impacts the employees' service oriented behaviour at the organisational level.

The framework takes into consideration the hygiene and mediating factors which are required to be present to avoid dissatisfaction, which could impact on the employees being service oriented. These factors are: Leadership and Management Support; Compensation and Rewards; and General HRM Practices, along with the fact that the Restaurant Group needs to create a culture that focuses on hospitality and values the psychological contract.

The framework suggests that if the Restaurant Group can create a conducive environment and they possess an understanding of the factors that influence the employees' service orientation, it will result in three main outcomes: employees who are service oriented; satisfied guests; and improved financial performance.

5.6 Recommendations for Further Research

Two areas emerged in this study and they should be explored further. This first is a fuller understanding of the factors that influence co-worker support within work environments, especially restaurant settings. The second area is an exploration of customer discrimination within the hospitality environment from both the perspective of the customer and the employee.

5.7 Final Thoughts

As this thesis closes, it can be argued that the methodological approach undertaken was best suited for the research and effectively addressed the three research questions. It enhanced the reliability and validity of the findings by seeking a degree of agreement on the outcome by employing more than one research method. The research concluded during the peak of the COVID-19 pandemic and reinforces the need for restaurants to focus on hospitality ensuring their viability through the development of a local clientele. Employees who are service oriented will play a key role in fostering this culture of hospitality.

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Appendix 1: Detail Mapping of Literature Research Instruments

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
Defining Service Orientation	Hogan et al. (1984); Homburg et al (1984); Teng & Barrows (2009)	How is service orientation defined within the Restaurant Group?	<p>Questions: 4, 5, 6 & 15</p> <p>(4) What does service orientation mean to you?</p> <p>(5) Please share with me the employee service-oriented behaviours that are important in your restaurant?</p> <p>(6) Tell me about an experience both positive and negative that stands out regarding employees' service delivery</p> <p>(15) Can you describe what a service-oriented employee looks like to you?</p>	<p>Section 2: Questions: 1 – 18</p> <p>(1) An employee who is service oriented is passionate about their job</p> <p>(2) An employee who is service oriented seeks to satisfy the customer needs all the time</p> <p>(3) An employee who is service oriented seeks to understand what the customer values and delivers that consistently</p> <p>(4) An employee who is service oriented would repeatedly go beyond the normal call of duty to satisfy the customer</p> <p>(5) An employee who is service oriented would take personal care in their appearance and grooming</p> <p>(6) An employee who is service oriented would consider themselves as a Professional and conducts themselves in such a manner</p> <p>(7) An employee who is service oriented does not always have to display a friendly personality towards the customers</p> <p>(8) An employee who is service oriented would seek to be knowledgeable about their job</p> <p>(9) An employee who is service oriented must be flexible and be able to adapt given changing situations in the restaurant</p>

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
Defining Service Orientation	Hogan et al. (1984); Homburg et al (1984); Teng & Barrows (2009)	How is service orientation defined within the Restaurant Group?	Questions: 4, 5, 6 & 15 Listed Above	Section 2: Questions: 1 – 18 (10) An employee who is service oriented would work as part of the team to ensure that the customers are satisfied despite their personal differences (11) An employee who is service oriented does not need to be able to effectively manage their emotions (12) An employee who is service oriented would consistently comply with the restaurant rules, standards and procedures (13) An employee who is service oriented would possess good communication skills (14) An employee who is service oriented would possess good interpersonal and interaction skills (15) An employee who is service oriented would seek to coerce or misinform the customer to get a tip (16) An employee who is service oriented should always give their best service and should not be seeking a tip from the customer (17) An employee who is service oriented and gives good service should be comfortable in asking the customer for a tip (18) An employee who is service oriented should focus on providing better service to tourist than locals

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
Importance of Service Orientation/Profitability & Competitiveness	Popli & Rizvi (2015)	How is service orientation defined within the Restaurant Group?	<p>Questions: 3 & 18</p> <p>(3) What would you say are the requirements for a restaurant to be successful in Barbados?</p> <p>(18) How would you describe the overall performance of the restaurant? Can you share the basis on which you formed this opinion? What are some of the factors that contributed to this outcome?</p>	<p>Section 3: Questions: 2 – 4</p> <p>(2) I see myself as contributing to the tourism sector when a tourist is satisfied</p> <p>(3) I believe that tourist are more important to our business than locals</p> <p>(4) I understand there is a link between customer satisfaction and profitability</p>
Personality Traits	Hogan et al. (1984); Chu-Mei & Kuang-Jung (2006)	What factors at the individual level influence employees' service orientation within the Restaurant Group?	<p>Questions: 9</p> <p>(9) Are there any specific qualities or personality traits that appear to make employees more suitable to the restaurant industry?</p>	<p>Section 2: Questions: 1 – 18 (Listed Above)</p> <p>Section 3 Questions: 1, 15 – 21</p> <p>(1) I know my job is important to ensuring customer satisfaction</p> <p>(15) I get satisfaction from knowing that the customer is happy</p> <p>(16) I achieve my goals when I know the customer is satisfied</p> <p>(17) I go beyond the call of my normal/regular duty to ensure that the customer is satisfied</p> <p>(18) I often have to regulate/adjust my emotions on this job</p> <p>(19) I take ownership and responsibility if I do something wrong</p> <p>(20) I am internally driven and motivated, money is not my focus</p> <p>(21) I love working in the hospitality environment</p>

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
<p>Emotional Labour/Nature of Work/Emotional Intelligence</p>	<p>Lee & Chihyung (2015); Kinman (2009)</p>	<p>What factors at the individual level influence employees' service orientation within the Restaurant Group?</p>	<p>Question 14 (14) What are the key issues experienced regarding employees' delivery of service to guests?</p>	<p>Section 3 Questions:5 – 14</p> <p>(5) My work environment is conducive to being productive (6) I feel that my job is very stressful (7) I have felt like leaving this job due to the high demands of always having to satisfy the customer (8) I feel stressed when I have to smile when I don't wish too (9) I feel pressured by having to always seek to meet the customer's demands (10) This job makes you feel that you're always on show (11) I am required to be very sociable (12) I am required to be very agreeable (13) I experience racial comments/harassment from the guests which makes my job challenging (14) I experience sexual comments/harassment from the guests which makes my job challenging</p>

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
Employees' Perception of Tips	Lin & Namasivayam (2011)	What factors at the individual level influence employees' service orientation within the Restaurant Group?		<p>Section 3 Questions: 20, 24 – 27</p> <p>(20) I am internally driven and motivated, money is not my focus.</p> <p>(24) I feel that I am not being fairly compensated for the work being performed</p> <p>(25) I believe that the restaurant's tip policy is fair</p> <p>(26) I trust the service charge calculation</p> <p>(27) I believe the service charge is distributed fairly</p>
Biographical Data	Yen et al. (2016)		<p>Question 7 (7) Have you observed if there are any characteristics such as age, sex, educational level, etc. that influence an employee service orientation?</p>	<p>Section 1 Questions: 1 – 7 (Age, Gender, Length of Tenure, Position, Marital Status, Education & Restaurant)</p>

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
HRM Practices	Teng & Barrows (2009); Hogan & Hogan (1989); Wang & Xu (2017)	What factors at the organisational level influence employees' service orientation within the Restaurant?	<p>Questions 12, 13 & 17</p> <p>(12) Explain the restaurant's reward strategies. In what area, do you believe the employees would like to see improvement regarding rewards (tips, service charge, base salary) and why?</p> <p>(13) Explain the restaurant's recognition strategy. In what area, do you believe your employees would like to see improvement with regards employee recognition and why?</p> <p>(17) Explain the Company's Disciplinary Process. In your opinion how does the disciplinary process impact on employees' service orientation?</p>	<p>Section 2: Question 15 & 16</p> <p>(15) An employee who is service oriented would seek to coerce or misinform the customer to get a tip</p> <p>(16) An employee who is service oriented should always give their best service and should not be seeking a tip from the customer</p> <p>Section 3: Questions: 22 – 29</p> <p>(22) I am not aware of the Company's vision and mission statement</p> <p>(23) I am not aware of the Company's service standards or product standards e.g. recipes, etc.</p> <p>(24) I feel that I am not being fairly compensated for the work being performed</p> <p>(25) I believe that the restaurant's tip policy is fair</p> <p>(26) I trust the service charge calculation</p> <p>(27) I believe the service charge is distributed fairly</p> <p>(28) I believe the possibility of disciplinary action motivates me to provide good service</p> <p>(29) I believe the fear of termination of employment causes me to be focused on my job</p>

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
HRM Practices	Teng & Barrows (2009); Hogan & Hogan (1989); Wang & Xu (2017)	What organisational level factors influence employees' service orientation within the Restaurant Group?		<p>Section 4: Questions: 1 – 17, 23 & 24</p> <p>(1) The company's recruitment process ensures that best possible persons joins your team</p> <p>(2) Qualifications are more important than work experience in your job position</p> <p>(3) The performance appraisal process allows you to receive constructive feedback on how to improve your performance</p> <p>(4) Customer service training is regularly provided</p> <p>(5) The company provides training on a regular basis to enhance your product knowledge</p> <p>(6) The company provides training on a regular basis to enhance your job/technical skills</p> <p>(7) Training should be provided on emotional management, stress management, etc.</p> <p>(8) Employees need to be able to effectively manage their stress and emotions</p> <p>(9) Your manager provides guidance and coaching</p> <p>(10) The recognition programme rewards deserving employees</p> <p>(11) Employees are provided with opportunities to develop</p>

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
HRM Practices	Teng & Barrows (2009); Hogan & Hogan (1989); Wang & Xu (2017)	What organisational level factors influence employees' service orientation within the Restaurant Group?		<p>Section 4: Questions: 1 – 17, 22 & 23</p> <p>(12) The company disciplines more than they reward their team members</p> <p>(13) The disciplinary process supports and encourages employees to be more service oriented</p> <p>(14) The disciplinary process needs to be enforced to achieve a positive change in some employees' service-oriented behaviours</p> <p>(15) The possibility of disciplinary action causes employees to comply with Company standards</p> <p>(16) Employees 'attitude towards work and service improves after disciplinary action</p> <p>(17) Employees' experience sustained improve job performance after disciplinary action</p> <p>Section 4: Questions: 1 – 16, 23 & 24</p> <p>(23) Tips and service charge distribution impacts persons attitude towards delivering service</p> <p>(24) Tips and service charge policy should be reviewed</p>

Themes In Literature Review	Some Authors' Works	Research Questions	Interview Questions	Questionnaire Questions
Service Standards	Lee & Chihyung (2015); Susskind et al. (2007)	What organisational level factors influence employees' service orientation within the Restaurant Group?	(8) Can you tell me about any strategies that the restaurant has implemented to enhance service orientation of employees? How would you assess the effectiveness of these strategies?	<p>Section 2 Question 12 (12) An employee who is service oriented would consistently comply with the restaurant rules, standards and procedures</p> <p>Section 3 Questions: 22 & 23 (22) I am not aware of the Company's vision and mission statement (23) I am not aware of the Company's service standards or product standards e.g. recipes, etc.</p> <p>Section 4 Questions: 18 – 20 & 29 (18) There are no clear service standards, targets, recipes, etc. for all employees to follow (19) The restaurant has clear policies for addressing customer complaints (20) You are regularly trained on your departmental standards, sequence of service, recipes, etc. (29) Feedback from Trip Advisor and social media is readily shared with employees creating an awareness for the need to be focused on service</p>
Organisational Culture	Koutrounmanis, et al. (2015)	What organisational level factors influence employees' service orientation within the Restaurant Group?	(10) How would you describe the culture at this restaurant? How does the culture influence the service orientation of employees? (Culture: team-oriented, professional, family-oriented, etc.)	Section 4: Questions: 20 & 21 (20) There is a family environment within the restaurant (21) There is a sense of co-worker support and team commitment amongst employees in the restaurant

Appendix 2: Interview Schedule

INTERVIEW SCHEDULE

SERVICE ORIENTATION OF FRONTLINE EMPLOYEES IN THE RESTAURANT SECTOR IN BARBADOS

I am Cathy Norville-Rochester and I'm pursuing a degree in a Doctor of Business Administration with Edinburgh Napier Business School. The focus of my research is "**An Investigation into the Factors which Influence the Service Orientation of the Front-of-House Employees within a Restaurant Group in Barbados.**". It is my hope that this research would provide helpful insights on how to improve the service orientation of the non-management employees in the restaurant sector.

The interview is estimated to take about forty-five (45) minutes and you're free not to answer any question or to stop the interview at any time. It is important to know that the identity and source of all data will be anonymous where possible; your name will be replaced with a number or a pseudonym. Also, when the interview is transcribed you will be afforded the opportunity to review and to clarify any information provided. You can be assured that all information will be kept in the strictest of confidence. It must be noted, however, to aid the development of the hospitality sector in the Caribbean the results could be published in a journal or presented at a conference.

I express my sincerest gratitude for your willingness to participate in this research and be assured that the information provided will be used strictly for the purpose as outlined. To assist with accuracy do note that the interview will be recorded, so it can be transcribed at a later date.

Name:	Position Title:
Restaurant:	Date & Time:

INTERVIEW QUESTIONS

1. Can you please tell me about yourself, as it relates to what attracted you to the industry? How long have you been in the industry and with this restaurant?
2. Can you share with me from your perspective the importance of the restaurant sector to Barbados?
3. What would you say are the requirements for a restaurant to be successful in Barbados?
4. What does service orientation mean to you?
5. Please share with me the employee service-oriented behaviours that are important in your restaurant?
6. Tell me about an experience both positive and negative that stands out regarding employees' service delivery?
7. Have you observed if there are any characteristics such as age, sex, educational level, etc. that influence an employee service orientation?
8. Can you tell me about any strategies that the restaurant has implemented to enhance service orientation of employees? How would you assess the effectiveness of these strategies?
9. Are there any specific qualities or personality traits that appear to make employees more suitable to the restaurant industry?
10. How would you describe the culture at this restaurant? How does the culture influence the service orientation of employees? (Culture: team-oriented, professional, family-oriented, etc.)
11. Tell me about the leadership style of the managers? Identify how this has influenced you in terms of shaping service awareness in the restaurant. What have been some of the challenges which you have experienced in creating service awareness?
12. Explain the restaurant's reward strategies. In what area, do you believe the employees would like to see improvement regarding rewards (tips, service charge, base salary) and why?
13. Explain the restaurant's recognition strategy. In what area, do you believe your employees would like to see improvement with regards employee recognition and why?

14. What are the key issues experienced regarding employees' delivery of service to guests?
15. Can you describe what a service-oriented employee looks like to you?
16. What can management or the Company do to improve or enhance the service-oriented behaviours of the employees?
17. Explain the Company's Disciplinary Process. In your opinion how does the disciplinary process impact on employees' service orientation?
18. How would you describe the overall performance of the restaurant? Can you share the basis on which you formed this opinion? What are some of the factors that contributed to this outcome?

Appendix 3: Themes From Managerial Interviews

<p>Defining Employee Service Orientation</p>	<p>Willingness To Service (Attentiveness, Genuine Willingness to Serve)</p> <p>Ability To Interact With Customers (Knowing Your Customers)</p> <p>Factors That Cause Service To Go Well (Possession of Product Knowledge, Competency, Interest in the Job)</p>
<p>Individual Level</p>	<p>Traits or Behaviours (Passionate, Personal Drive, Friendly Disposition, Customer Empathy, Open Mindedness, Sociable)</p> <p>Nature of Work (Emotional Management, Racial Comments from Guests, Ability to Manage Stress)</p> <p>Resources & Competencies (Self-Management, Communication Skills, Team Player, Willingness to Learn, Professional, Readiness to Work)</p> <p>Perception & Importance of Tips (Discrimination of guests based on perception of ability to tip; tourists vs. locals)</p> <p>Biographical Data (Gender, Education and Age)</p>
<p>Organisational Level</p>	<p>Service Standards (Establishing Standards and Targets, Conducting Briefings, Service Challenges)</p> <p>Teamwork (No Teamwork)</p> <p>Management & Leadership (Lack of Direction, Poor Leadership, Inconsistencies)</p> <p>HRM Practices (Inconsistency with Employee Discipline, Need for Training, Need to Improve: Pay, Tips & Service Charge, Non-compliance with Recruitment Processes, Recognition, Inadequate Orientation)</p> <p>Organisational Culture (Family Oriented, Slackness or Unprofessional)</p>

Source: Researcher

Appendix 4: Questionnaire

EXAMINING FACTORS THAT IMPACTS ON EMPLOYEES DELIVERING SERVICE WITHIN THE RESTAURANT GROUP

I am Cathy Norville-Rochester and I am pursuing a degree in a Doctor of Business Administration with Edinburgh Napier Business School. *The focus of this research degree is to identify the factors that would encourage employees to be more focused on providing good service to customers.* This research will provide helpful insight to the Management of the restaurant, this information could inform the development of employee related policies and strategies which ultimately will lead to improve job and organisational performance.

Your input into this research is invaluable. This questionnaire will take approximately fifteen (15) minutes to complete. All information will be totally anonymous as you will return the questionnaire in a sealed envelope which is provided. In the actual research information will be statistically or graphically represented and no one person's contribution would be able to be identified.

The questionnaire will be used primarily for academic purpose and only key generalised findings will be shared with Management. Whilst your feedback is invaluable, your participation in this questionnaire is totally voluntary. The Restaurant will provide you with the fifteen (15) minutes during your shift to complete this questionnaire, if you wish to offer your input on this topic.

Thank you for your participation.

SECTION 2: Describing An Employee Focused On Service

Respond to the statement by placing a tick in the most appropriate response given the scale from strongly agree to strongly disagree. Only one (1) tick per statement. You are free not to answer a question.

	Statements	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1	An employee who is service oriented is passionate about their job					
2	An employee who is service oriented seeks to satisfy the customer needs all the time					
3	An employee who is service oriented seeks to understand what the customer values and delivers that consistently					
4	An employee who is service oriented would repeatedly go beyond the normal call of duty to satisfy the customer					
5	An employee who is service oriented would take personal care in their appearance and grooming					
6	An employee who is service oriented would consider themselves as a Professional and conducts themselves in such a manner					
7	An employee who is service oriented does not always have to display a friendly personality towards the customers					
8	An employee who is service oriented would seek to be knowledgeable about their job					
9	An employee who is service oriented must be flexible and be able to adapt given changing situations in the restaurant					
10	An employee who is service oriented would work as part of the team to ensure that the customers are satisfied despite their personal differences					
11	An employee who is service oriented does not need to be able to effectively manage their emotions					
12	An employee who is service oriented would consistently comply with the restaurant rules, standards and procedures					
13	An employee who is service oriented would possess good communication skills					
14	An employee who is service oriented would possess good interpersonal and interaction skills					
15	An employee who is service oriented would seek to coerce or misinform the customer to get a tip					
16	An employee who is service oriented should always give their best service and should not be seeking a tip from the customer					
17	An employee who is service oriented and gives good service should be comfortable in asking the customer for a tip					
18	An employee who is service oriented should focus on providing better service to tourist than locals					

SECTION 3: Service From My View Point

Respond to the statement by placing a tick in the most appropriate response given the scale from strongly agree to strongly disagree. Only one (1) tick per statement. You are free not to answer a question.

My Views About the Job

	Statements	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1	I know my job is important to ensuring customer satisfaction					
2	I see myself as contributing to the tourism sector when a tourist is satisfied					
3	I believe that tourist are more important to our business than locals					
4	I understand there is a link between customer satisfaction and profitability					
5	My work environment is conducive to being productive					
6	I feel that my job is very stressful					
7	I have felt like leaving this job due to the high demands of always having to satisfy the customer					
8	I feel stressed when I have to smile when I don't wish too					
9	I feel pressured by having to always seek to meet the customer's demands					
10	This job makes you feel that you're always on show					
11	I am required to be very sociable					
12	I am required to be very agreeable					
13	I experience racial comments/harassment from the guests which makes my job challenging					
14	I experience sexual comments/harassment from the guests which makes my job challenging					
15	I get satisfaction from knowing that the customer is happy					
16	I achieve my goals when I know the customer is satisfied					
17	I go beyond the call of my normal/regular duty to ensure that the customer is satisfied					
18	I often have to regulate/adjust my emotions on this job					
19	I take ownership and responsibility if I do something wrong					
20	I am internally driven and motivated, money is not my focus					
21	I love working in the hospitality environment					

Standards/Tips & Other

	Statements	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
22	I am not aware of the Company's vision and mission statement					
23	I am not aware of the Company's service standards or product standards e.g. recipes, etc.					
24	I feel that I am not being fairly compensated for the work being performed					
25	I believe that the restaurant's tip policy is fair					
26	I trust the service charge calculation					
27	I believe the service charge is distributed fairly					
28	I believe the possibility of disciplinary action motivates me to provide good service					
29	I believe the fear of termination of employment causes me to be focused on my job					
30	I always have the required tools to effectively perform my job					
31	I do not feel supported by immediate manager					
32	I have experienced negative attitude from my manager which negatively impacted my interaction with the guest					
33	I believe working as a team is important to providing good service					
34	I believe back-of-house and front-of-house works well together					

SECTION 4: The Organisation & Service

Respond to the statement by placing a tick in the most appropriate response given the scale from strongly agree to strongly disagree. Only one (1) tick per statement. You are free not to answer a question.

Human Resources Management Practices

	Statements	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1	The company's recruitment process ensures that best possible persons joins your team					
2	Qualifications are more important than work experience in your job position					
3	The performance appraisal process allows you to receive constructive feedback on how to improve your performance					
4	Customer service training is regularly provided					
5	The company provides training on a regular basis to enhance your product knowledge					
6	The company provides training on a regular basis to enhance your job/technical skills					
7	Training should be provided on emotional management, stress management, etc.					
8	Employees need to be able to effectively manage their stress and emotions					
9	Your manager provides guidance and coaching					
10	The recognition programme rewards deserving employees					
11	Employees are provided with opportunities to develop					
12	The company disciplines more than they reward their team members					
13	The disciplinary process supports and encourages employees to be more service oriented					
14	The disciplinary process needs to be enforced to achieve a positive change in some employees' service-oriented behaviours					
15	The possibility of disciplinary action causes employees to comply with Company standards					
16	Employees 'attitude towards work and service improves after disciplinary action					
17	Employees' experience sustained improve job performance after disciplinary action					

Standards & Other Organisational Factors

	Statements	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
18	There are no clear service standards, targets, recipes, etc. for all employees to follow					
19	The restaurant has clear policies for addressing customer complaints					
20	You are regularly trained on your departmental standards, sequence of service, recipes, etc.					
21	There is a family environment within the restaurant					
22	There is a sense of co-worker support and team commitment amongst employees in the restaurant					
23	Tips and service charge distribution impacts persons attitude towards delivering service					
24	Tips and service charge policy should be reviewed					
25	Daily briefings are important to delivering good service					
26	The daily briefing shares relevant information with staff needs to ensure that they can deliver good service					
27	Managers lead by example and encourages team members to be focused on customers' needs					
28	Employees who have good working relationships with their managers are more service oriented					
29	Feedback from Trip Advisor and Social Media is readily shared with employees creating an awareness for the need to be focused on service					

SECTION 5: Service Orientation – Your Views

1. Which of the following attributes are the three (3) most important attributes a service oriented employee should possess? List in order of priority, with one (1) being the most important and three (3) the least important.

Passion for the job	
Good communication skills, inclusive of the ability to listen	
Sociable/Extrovert	
Emotional management/emotional stability	
Willingness to learn	
Good grooming and hygiene practices	
Possessing required job skills, knowledge and abilities	
Team player	
Other	

2. Which of the following are the three (3) most important that impacts your ability to effectively interact with customers? List in order of priority, with one (1) being the most important and three (3) the least important.

Awareness of Company Strategy (Restaurant goals, mission, objectives, etc.)	
Compensation (Rate of Pay)	
Working Environment	
Opportunities for growth and development	
Tip and service charge policy	
Good relationship with immediate manager/supervisor	
Number of weekly hours received	
Recognition	
Tools and equipment	
Relationship with co-workers	
Company procedures, policies & standards	
Other	

3. If you had to review the Tip and Service Charge which ONE of the following you would do?

Equal sharing of tips and service charge	
Tips retained by Front-of-House and Back-of-House receive the Service Charge only	
Larger portion of tips retained by Front-of House and Back-of-House receives a small portion of the Tips and Back-of-House receives a greater percentage of Service Charge	
No Service Charge – Tips equally distributed to all staff on the shift	
No Tips – Service charge equally distributed to all staff on this shift	
Other	

Additional Comments

Thank you for participating and sharing your views.

Appendix 5: Cronbach Alpha for Research Questionnaire

Questionnaire Dimensions	Number of Items	Cronbach Alpha Scores
Section 2: Describing an Employee Focused on Service	n=18	a = .747
Section 3: Service Orientation from Employee Viewpoint	n = 30	a = .714
Section 4: The Organisation and Service Orientation	n = 29	a = .860

Appendix 6: Summary of Variables from Survey

Survey Sections Two – Four	Variables
Section Two Defining Employee Service Orientation	Willingness to Satisfy the Customer Interaction with Customers Employees' Disposition
Section Three Individual Level Factors	Understanding Job Role Nature of Work Work Environment Individual Employee's Disposition
Section Four Organisational Level Factors	Leadership & Management Support Employee Discipline Compensation & Rewards General HRM Practices Organisational Culture

Source: Researcher

Appendix 7: Focus Group Questions

Focus Group Questions

1. When you hear service oriented what does that mean to you?
2. Over 70% percent of the persons that completed the questionnaire indicated that employees who are service oriented would be passionate about their jobs. Passionate in what areas?
3. Is being friendly with the customers dining at the restaurant necessary in the provision of good service?
4. Are you expected to manage your emotions (e.g. pretend or play act) when interacting with guests? Even if you're not having a good day.
5. Over 90% of persons in answering the questionnaire indicated that you should provide good service and not be seeking a tip? Does tipping impact on service and how?
6. How do you feel about the Company's tip policy?
7. Compensation, how does this impact on your provision of service to guests?
8. How do you view the disciplinary process as it relates to enhancing employees being more focused on service?
9. Only 24% of staff either strongly agreed or agreed that the recruitment process ensures that the best staff is hired for the job, why is this percentage so low?
10. Tell me about training you have been exposed to in the last 12 months and if it has assisted in improving your service to customers?
11. What type of training do you think persons in this restaurant group need to improve on the service they provide?
12. We have one question where less than 25% of the team members who completed the questionnaire indicated that their managers provided the necessary guidance and coaching; then there was another question, where it suggests that 51% of the respondents indicated that the manager lead by example to be focused on customer

needs. What is your view of management and their role in supporting you to be service oriented?

13. What are your views about the recognition programme and how can it be improved to encourage staff to be more service oriented?

14. Tell me about co-worker support within the Restaurant?

15. What can the Company do to make you more service oriented towards the guests?

16. How do you honestly feel about the Company as a place to work?

Appendix 8: Focus Group Themes

<p>Defining Service Orientation</p>	<p>Provision of Good Service (Delivering Consistent and Good Service Each Time; Product Knowledge, Good Service From The Very First Interaction; Ensuring That The Guests Are Happy)</p> <p>Compliance with Standards or Expectations (Everybody Doing What Is Expected of Them)</p> <p>Understanding the Importance of the Customers (Customers' Needs Should Be A Priority)</p>
<p>Individual Level</p>	<p>Personality Traits & Attitudes (Some Persons Have Poor Attitudes Towards Their Job And Not Passionate About The Job or Loss Their Passion; Persons Only Working For The Money; Some Do Barely Enough; You Have To Be Passionate About The Job And Industry; You Have To Love What You Do)</p> <p>Nature of Work (Job Security - Not Certain If The Company Is Closing or Not; Guests' Incivility; Stressful – Some Days You Don't Feel Like Smiling; Poor Pay; Job Can Be Frustrating; Don't Feel Appreciated)</p>
<p>Organisational Level</p>	<p>Co-Worker Support (No Teamwork – Everyone Checking To See What The Other Person Is Doing)</p> <p>Leadership & Management Support (Poor Supervision of Team Members; No Leadership, No Accountability, Incompetence In Management, Management Incivility; Management Lack Passion; No Coaching or Guidance; Poor Communication Skills; Creating Conflict with Co-Workers; Emotional Support From Management Needed)</p> <p>HRM Practices (No Recognition: Pay Concerns; Issues with Service Charge & Tips; Poor Treatment of Staff; Discipline Is Inconsistent; Lack of Training; Recruit Persons That Can Handle the Industry)</p> <p>Culture (Don't Feel As If Anyone Cares; Lack of Trust)</p>

Source Researcher

Appendix 9: Consent Form

CONSENT FORM

Edinburgh Napier University Research Consent Form

An Investigation into the Factors which Influence the Service Orientation of the Front-of-House Employees within a Restaurant Group in Barbados.

Edinburgh Napier University requires that all persons who participate in research studies give their written consent to do so. Please read the following and sign it if you agree with what it says.

1. I freely and voluntarily consent to be a participant in the research project on the topic of **Employee Service Orientation** to be conducted by **Cathy Norville-Rochester**, who is a postgraduate-DBA Student at Edinburgh Napier University.
2. The broad goal of this research study is to explore **factors which influence employee's service orientation**. The interview will take approximately **45 minutes to 1 hour**.
3. I have been told that my responses will be anonymised. My name will not be linked with the research materials, and I will not be identified or identifiable in any report subsequently produced by the researcher.
4. I also understand that if at any time during the interview I feel unable or unwilling to continue, I am free to leave. That is, my participation in this study is completely voluntary, and I may withdraw from it without negative consequences. However, after data has been anonymised or after publication of results it will not be possible for my data to be removed as it would be untraceable at this point.
5. In addition, should I not wish to answer any particular question or questions, I am free to decline.
6. I have been given the opportunity to ask questions regarding the interview and the research and my questions have been answered to my satisfaction.
7. I have read and understand the above and consent to participate in this study. My signature is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Participant's Signature

Date

I have explained and defined in detail the research procedure in which the respondent has consented to participate. Furthermore, I will retain one copy of the informed consent form for my records.

Researcher's Signature

Date

Appendix 10: PCA Results – Components of Service Orientation

Questions	Dimensions of Service Orientation		
	Willingness to Satisfy Customers	Interaction with Customers	Employee's Disposition
An employee who is service oriented would repeatedly go beyond the normal call of duty to satisfy the customer	.810		
An employee who is service oriented seeks to satisfy the customer needs all the time	.800		
An employee who is service oriented would work as part of the team to ensure that the customers are satisfied despite their personal differences	.738		
An employee who is service oriented would possess good interpersonal and interaction skills		.689	
An employee who is service oriented must be flexible and be able to adapt given changing situations in the restaurant			.684
An employee who is service oriented would consider him/herself as a professional and conducts him/herself in such a manner			.646
An employee should always give their best service and should not be seeking a tip from the customer	.639		
An employee who is service oriented would seek to be knowledgeable about their job		.613	.500
An employee who is service oriented seeks to understand what the customer values and delivers that consistently		.668	
An employee who is service oriented would possess good communication skills		.559	
An employee who is service oriented would consistently comply with the restaurant rules, standards and procedures			.569
An employee who is service oriented would seek to coerce or misinform the customer to get a tip		.807	
An employee who is service oriented has a friendly personality towards customers all the time			.634
An employee who is service oriented must be able to effectively manage their emotions			.860
An employee who is service oriented should focus on providing better service to tourist than locals		.554	

Appendix 11: Factors That Influence Employee Service Orientation at the Individual Level

Questions	Understanding Job Role	Nature of Work	Work Environment	Individual Employee Disposition
I get satisfaction from knowing that the customer is happy				.765
I achieve my goals when I know the customer is satisfied				.719
I see myself as contributing to the tourism sector when a tourist is satisfied	.718			
I love working in the hospitality environment				.696
I believe the fear of termination of employment causes me to be focused on my job				.663
I believe the service charge is distributed fairly			.636	
I always have the required tools to effectively perform my job			.616	
I believe the possibility of disciplinary action motivates me to provide good service				.556
I trust the service charge calculation			.547	
I feel that I am not being fairly compensated for the work being performed			.788	
I know my job is important to ensuring customer satisfaction	.538			
I have experienced negative attitude from my manager which negatively impacted my interaction with the guests			.728	
I take ownership and responsibility if I do something wrong				.680
I feel that my job is very stressful		.644		
I believe working as a team is important to providing good service			.625	
I understand there is a link between customer satisfaction and profitability	.615			
I experience racial comments/harassment from the guests which makes my job challenging		.517		
I am not aware of the Company's service standards or product standards e.g. recipes, etc.			.710	
I believe that tourists are more important to our business than locals	.593			
I feel stressed when I have to smile when I don't wish to		.585		
I often have to regulate my emotions on this job		.569		
This job makes you feel that you're always on show		.565		
I am internally driven and motivated, money is not my focus				.541
I believe that the restaurant's tip policy is fair			.616	
I am not aware of the Company's vision and mission statement			.574	
I do not feel supported by my immediate manager			.682	

Appendix 12: Descriptive Data ANOVA

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Understanding_Job	20 – 30	19	2.3202	.48453	.11116	2.0866	2.5537	1.00	3.00
	31 – 40	8	2.3854	.42008	.14852	2.0342	2.7366	1.50	3.00
	41 – 50	3	2.0833	.14434	.08333	1.7248	2.4419	2.00	2.25
	51 – 60	1	2.7500	2.75	2.75
	Total	31	2.3280	.44302	.07957	2.1655	2.4905	1.00	3.00
Nature_of_Work	20 – 30	19	2.9947	.54413	.12483	2.7325	3.2570	1.50	3.60
	31 – 40	8	3.0000	1.00285	.35456	2.1616	3.8384	2.00	5.00
	41 – 50	3	2.8667	.46188	.26667	1.7193	4.0140	2.60	3.40
	51 – 60	1	3.4000	3.40	3.40
	Total	31	2.9968	.65853	.11827	2.7552	3.2383	1.50	5.00
Work_Environment	20 – 30	19	2.6467	.44168	.10133	2.4338	2.8595	1.71	3.30
	31 – 40	8	2.8861	.57923	.20479	2.4019	3.3704	2.10	4.10
	41 – 50	3	2.5667	.58595	.33830	1.1111	4.0222	1.90	3.00
	51 – 60	1	2.8000	2.80	2.80
	Total	31	2.7057	.48098	.08639	2.5292	2.8821	1.71	4.10
Indiv_Employee_Disposition	20 – 30	19	2.1942	.60756	.13938	1.9014	2.4871	1.29	3.71
	31 – 40	8	2.4732	.63077	.22301	1.9459	3.0005	1.50	3.57
	41 – 50	3	2.1905	.29738	.17169	1.4517	2.9292	1.86	2.43
	51 – 60	1	2.4286	2.43	2.43
	Total	31	2.2734	.57993	.10416	2.0607	2.4861	1.29	3.71

Appendix 13: ANOVA Results by Age Group

		Sum of Squares	df	Mean Square	F	Sig.
Understanding_Job	Between Groups	.385	3	.128	.630	.602
	Within Groups	5.503	27	.204		
	Total	5.888	30			
Nature_of_Work	Between Groups	.214	3	.071	.150	.929
	Within Groups	12.796	27	.474		
	Total	13.010	30			
Work_Environment	Between Groups	.394	3	.131	.541	.658
	Within Groups	6.547	27	.242		
	Total	6.940	30			
Indiv_Employee_Disposition	Between Groups	.483	3	.161	.453	.718
	Within Groups	9.606	27	.356		
	Total	10.089	30			

Appendix 14: Factors That Influence Employee Service Orientation at the Organisational Level

	Managerial Support	Employee Discipline	Comp. & Rewards	General HR Practices	Org. Culture & Support
Your manager provides guidance and coaching	.791				
Employees experience sustained improved in job performance after disciplinary action		.768			
The company's recruitment process ensures the best possible persons join your team				.766	
Employees are provided with opportunities to develop				.752	
Customer service training is regularly provided				.733	
The recognition programme rewards deserving employees			.696		
There is a sense of co-worker support and team commitment amongst employees in the restaurant					.672
Qualifications are more important than work experience in your job position				.655	
Managers lead by example and encourage team members to be focused on customers' needs	.630				
The possibility of disciplinary action causes employees to comply with Company standards		.629			
The company provides training on a regular basis to enhance your product knowledge				.615	
There is a family environment within the restaurant					.580
The daily briefing shares relevant information with staff to ensure that they can deliver good service					.548
The disciplinary process supports and encourages employees to be more service oriented		.548			
The performance appraisal process allows you to receive constructive feedback on how to improve your performance				.517	
Feedback from Trip Advisor and Social Media is readily shared with employees creating an awareness for the need to be focused on service					.512
You are regularly trained on your departmental standards, sequence of service, recipes, etc.					.525
The company disciplines more than they reward their team members		.585			
Employees 'attitude towards work and service improves after disciplinary action		.554			
Tips and service charge policy should be reviewed			.586		
Daily briefings are important to delivering good service					.563
The disciplinary process needs to be enforced to achieve a positive change in some employees' service-oriented behaviours		.507			
Tips and service charge distribution impacts persons attitude towards delivering service			.739		
The company provides training on a regular basis to enhance your job/technical skills				.700	