

AN INVESTIGATION OF IMPACT OF BACK-OF-HOUSE EMPLOYEES' ROLES ON SERVICE QUALITY IN CASE OF GRAND HOTEL KEMPINSKI, GENEVA



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Gimadova Linara

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Introduction

- Customers' perception of contact with employees influences image and customer satisfaction
- Frontline employees (FLE) as a source of competitive advantage, as quality service delivery
- Internal marketing concept, defining FLE as internal “customers” of back-of-house employees (BOH)



Rationale

- Various research on how to improve service quality
- Internal service quality brings an importance of each employee within organization, besides FLE
- No emphasis on **roles of BOH** in establishing quality service experience
- Examine from both **employees' perspective and organization point-of-view**



Aim and objectives

- **The aim** is to investigate an impact of BOH employee's roles on overall service quality, delivered by employee's of Grand Hotel Kempinski Geneva.
- The **objectives** of the study:
 1. To determine key factors influencing service-related work performance.
 2. To identify the mediator(s) between back-of-house employees and service quality delivered.
 3. To analyse employees' perceptions of critical patterns in the delivering quality service.



Theories and Concepts

1. Service Quality:

- dimensions of SERVQUAL:
 - tangible (techniques, equipment, communication, personnel)
 - Intangible: reliability, responsiveness , assurance and empathy
- Employees importance

2. Internal service quality:

- Service-oriented firms
- Treating employees as customers, leading to better external customer-oriented competitive advantage



Existing Empirical Research

- Different perceptions of employees about service quality influencing the level of service delivered
- Positive impact of internal service quality on job satisfaction
- Job commitment and service quality



Background of research context

Grand Hotel Kempinski Geneva

- 5* world leading hotel
- Mission is to “offer the European art of luxurious hospitality, favoured by people who expect excellence and value individuality”
- High quality service
- Highly structured service delivering procedures, Importance of BOH employees’ performance
- Leisure customer – longer and closer establishment of relationships with employees



(Kempinski Hotels, 2016)



Methodology

1. Approach – qualitative:
 - perspective of BOH, FOH employees and management;
 - investigation of the meaning of service quality to BOH employees;
 - identification of possible moderators
2. Purposive sampling
3. Semi-structured in-depth interview, one employee per interview session – no influence of the colleagues
4. Focus group – management



Limitations

- Accessibility of participants
- Interaction with interviewees
- Personal interpretation of the interviewer, favouring particular result
- Time issues
- Transferability – single hotel investigated
- Limited sample
- Language issues – BOH might be foreigners



Issues and next steps

Next steps:

- Methodology to finalise, data analysis, discussion
- Design an interview outline
- Generate conclusions and recommendations

To discuss:

- Theories or concepts emphasising on BOH roles
- Interviewing FOH, BOH and management?
- The size of the sample?



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