

THE SOLUTIONS TO IMPROVE HOTEL RESTAURANT
QUALITY AT SCANDIC ROVANIEMI CITY HOTEL

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This study helps in a deeper understanding of hotel-restaurant quality service and the current situation of the restaurant business at Scandic Rovaniemi City hotel. The author analyses the theory about the hospitality industry, service quality, the difference between hotel restaurants and independent restaurants, and the importance of customer satisfaction in the hospitality industry.

The study applied both primary and secondary data and approached the qualitative method for the methodology process. The semi-structured interview gave the author a deeper understanding of the challenges at the commissioner and what the author needs to research to improve the restaurant's quality. There were 18 questions in the face-to-face interview between the author and the commissioner (hotel general manager and F&B manager).

The restaurants at Scandic Rovaniemi City are existing minor mirrors because they are newly established and have been affected by the Covid-19 pandemic. Therefore, the result of the study provides the solutions for the improvement of hotel restaurant quality service at Scandic Rovaniemi City, according to the current situation and the interview process with the commissioner., and focuses on three aspects of the hotel restaurant business: employee, management methods and product quality.

Keywords Restaurant quality, Customer services, Cuisine, Rovaniemi hotel, Scandic Rovaniemi City

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1 INTRODUCTION

In today's market economy, customers must accept its products if a business in any field wants to survive and develop. To do so, enterprises must constantly improve their products and product quality. Especially in the tourism-hotel business, its product is a service- that requires no mistakes. However, there is not much research about the hotel-restaurant industry, even though those locations in the financial market are becoming increasingly more important. The prior research can be listed such as fine dining (Ma 2014, 513-535), café (Moorthy 2017), quick casual (Ryu, Han & Kim 2008), chain restaurant (Polyorat & Sophonsiri 2010), and authentic restaurant (Ryu, Lee & Kim 2012). The products are intangible, the customer's perception is only obtained when using the product or service. Most guests rely on acquaintances' opinions or their own experiences when deciding to buy products and services from the restaurant or hotel. Improve service quality - to enhance the ability to attract customers, and build company brand reputation. On the other hand, the hospitality industry is not covering only accommodation demand, food and beverage are becoming one of the leading sectors within the hospitality business (Novak 2017). In the food and beverage business, customers consume the restaurant's products, not only to satisfy physiological needs but also for psychological needs. Customers want to receive a comfortable use of the product. Therefore, the restaurant's products require high quality.

Today, the quality of life is getting higher and higher, and the demand for using services is increasingly complex and more advanced. Eating at home is sometimes very time-consuming, while the requirements for industrial style in the workplace are remarkably high, leading to many people not having enough time to eat at home. Besides, eating at restaurants and hotels creates a comfortable and polite feeling suitable for socialising with friends and colleagues. Create a new, romantic, and cosy feeling for couples or couples who want to find a private space without worrying about anything. In addition, eating at a restaurant also allows people to express themselves. Therefore, if

in the past eating at restaurants and hotels was considered a luxury, today it is trendy and normally in daily life.

The hotel Scandic Rovaniemi City is located in the heart of Rovaniemi, the best location for exploring the Arctic Circle and activities in the area (Scandichotels 2022). There is a breakfast offered for the customers who stay in the hotel. Therefore, restaurants have become one of the most valuable experiences for customers, for that reason, in addition to improving the quality of products more and more perfect, the issue of service quality is also overly concern. It cannot deny that the restaurant is an essential part of the hotel, contributing to the quality of the hotel and the restaurant is also the place where customers can feel the most clearly about the quality of the hotel's service. From there, to produce better and better improvement measures. However, there is still some negative feedback about restaurant services on TripAdvisor about Scandic hotel: "I was most disappointed to the lack of local food and beer. In the restaurant downstairs they have a minimal (and overpriced) menu and not any local brewery presented" (TripAdvisor 2018). "Inferior service, poor breakfast" (TripAdvisor 2022).

Hence, the author has named the thesis report "The solutions to improve hotel restaurant quality at Scandic Rovaniemi City hotel." The thesis report aims to recommend the solutions to improve the restaurant services at the hotel and bring Scandic to become the best hotel in Rovaniemi. The following graph (figure 1) will display how I expect my thesis report processes and its goal in case improving the services in Scandic Rovaniemi City hotel.

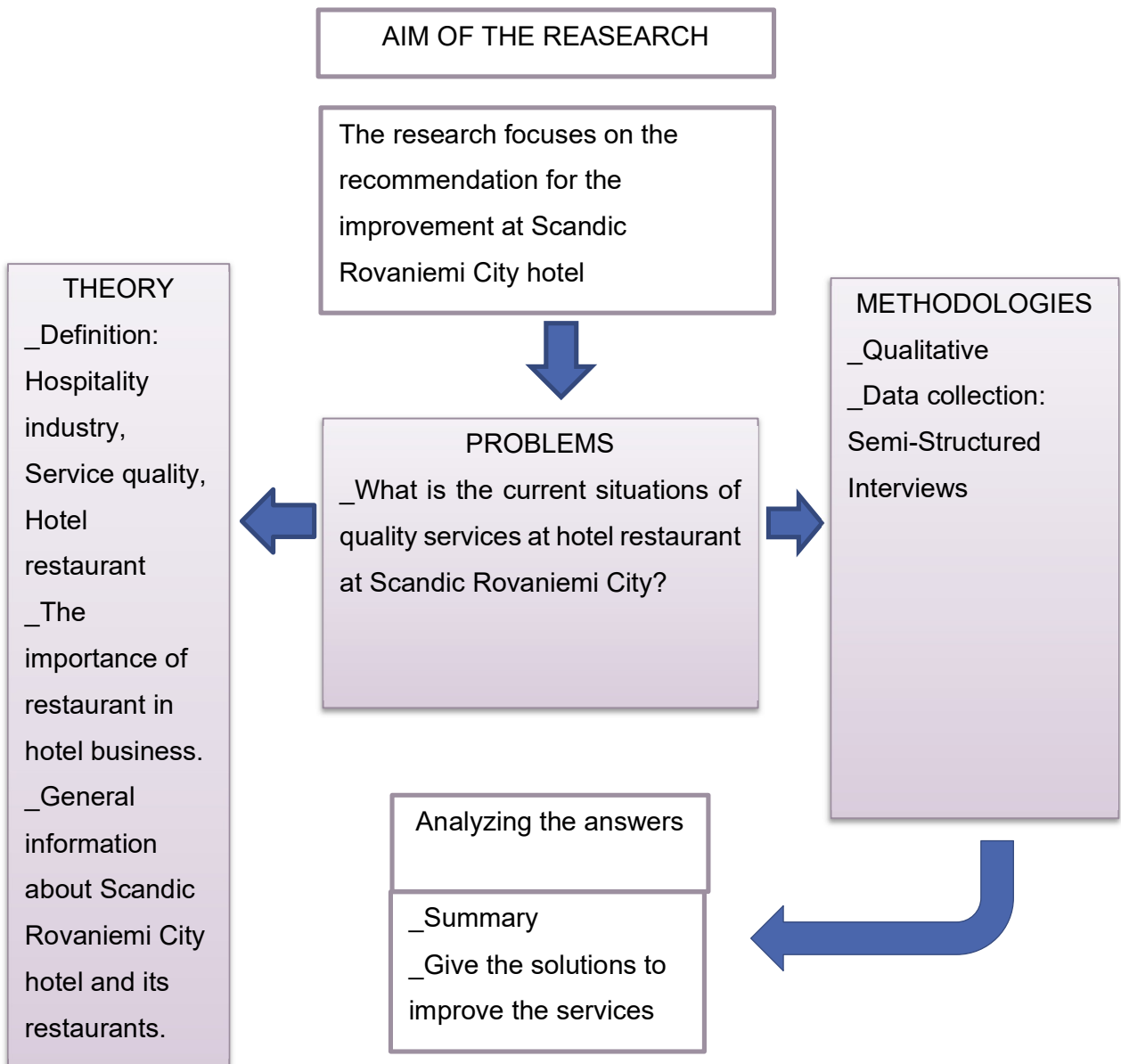


Figure 1. Aim of The Thesis

2 INTRODUCTION ABOUT SCANDIC HOTEL AND THE COMMISSIONER

2.1 Scandic Hotel

2.1.1 Description of The Scandic Hotel Group

Scandic Hotels is based in Stockholm, Sweden, a hotel chain with major operations in the Nordic nations. The business is present in Germany and Poland in addition to hotels in Sweden, Norway, Finland, and Denmark. As of December 31, 2018, the industry employed 11,560 people and ran 283 hotels with 51,693 rooms. Since 1994, the company has claimed that it runs an environmentally friendly business. (Wikipedia 2022). Scandic hotel group is the largest hotel operator in the Nordic region, which has a network of around 280 hotels with 58,000 rooms throughout six nations (Sweden, Norway, Finland, Denmark, Poland, and Germany). (Scandichotelsgroup 2022).

Since its founding in 1963, Scandic has been a pioneer in the hotel sector, promoting innovation. With the help of our market-dominating brand, Scandic, they engage in mid-market business. Their revenue is generated through business travel and conferences around 70% of the time, and leisure travel makes up the remaining 30% (Scandichotelsgroup 2022). More than 18 000 devoted employees work for Scandic. Most of Scandic's hotels have received certification in accordance with the new criteria for the Nordic Ecolabel, making them pioneers in the field of sustainability. The following table (table 1) will show what Scandic hotels achieved during the period 2017-2020 and the reward they got during the same period.

Table 1. Achievements and Awards from 2017 to 2020 of Scandic Hotel.
(Scandichotelsgroup 2020)

	2017	2018	2019	2020
Achievements	Joined HELT MED in Norway. Many people have since been employed through the program Scandic's Leadership Compass was introduced	Scandic removed plastic straws and swizzle sticks from its hotels as another measure to cut back on the use of plastic. During the year, Scandic also ran sustainability workshops	Accelerated collaboration with digital resellers of leftover food	Scandic adopted a new platform for its sustainability strategy to realize the vision for Scandic hotels to be the most sustainable places to meet, eat and sleep away from home.
Awards		Scandic Denmark was named the country's most inclusive place to work by Great Place To Work in both 2018 and 2019.		Scandic received an A rating from the Carbon Disclosure Project (CDP). Scandic Sweden was named the industry's most sustainable brand by the Sustainable Brand Index.

2.1.2 Sustainability at The Hotel

Sustainability may be demonstrated in various businesses such as the hotel industry. People may not comprehend why it is sustainable in numerous ways,

and they may not even publicly acknowledge that they are making any sustainable efforts in the relevant field. As previously said, sustainable acts can vary in a variety of ways and have a holistic effect on other actions individuals take, which can have positive or negative consequences in the future for them or future generations. Hotels, for example, can take sustainable measures such as creating a more efficient work schedule for their employees, purchasing ingredients for food and cleaning supplies from better providers, or even building their buildings with better quality ingredients and more knowledge on how to build a more sustainable house/building (Klemi-Stojanov 2020.)

Scandic has been promoting itself as an environmentally friendly company since 1994. The company offers rooms constructed in an environmentally friendly manner and provides education on sustainability to its employees. (Wikipedia 2022). In 2017, Scandic decided to concentrate on four main areas of sustainable development and set measurable goals linked to them, those are: Diversity & inclusion; Health; CO2 Emissions; and waste (Scandichotelsgroup 2020). The following table (table 2) will show the goals and the achievement of Scandic hotels in sustainability improvement.

Table 2. Scandic Sustainability 2020 (Scandichotelsgroup 2020)

	Diversity & Inclusion	Health	CO2 Emission	Waste
Goal 2020	Scandic will lead the hotel industry in giving all employees the same opportunities and reflect the society in which it operates.	Regarding work-life balance, Scandic will be the top hotel option for guests who value a healthy lifestyle and a desirable employer.	Scandic will be the hotel company with the lowest CO2 emissions.	Scandic will continually work to reduce total waste and increase the share of recycled waste.
Achievement	Scandic has high diversity within the organization has steadily increased, from 85 percent in 2016 to 89 percent in 2019 At the end of 2020, the distribution was 52 percent women and 48 percent men	A health club called Scandic Health Club. Training programs and collaborations	Most of Scandic's hotels are certified by the Nordic Ecolabel and the EU Ecolabel. In 2020, the water consumption reduced 17 million liters.	In 2020, 96.9 percent of Scandic's waste was recycled. Removing plastic straws and swizzle sticks from all restaurant

2.2 Scandic Rovaniemi City

2.2.1 Location

Scandic Rovaniemi City hotel is located in the city center and is one of the best hotel options for visitors who travel to Rovaniemi (Tripadvisor 2022). Rooms are decorated by a Lappish atmosphere, “a stylish restaurant and friendly service will guarantee a cozy and unforgettable visit to the Arctic Circle” (Scandichotelsgroup 2022). Scandic Rovaniemi City is one of 53 hotels belonging to Scandic groups in Finland and one of the three Scandic hotels in Rovaniemi (Scandichotelsgroup 2022). About transportation, there are various bus lines in front of the hotel which can help the customer explore the whole city. The railway and bus stations are also within walking distance, which the customers can use to go to another nearby city. All sightseeings of the town are close to the hotel and there are nightclubs and grocery stores nearby the hotel as well to create the best visitation for the customer.

The following pictures (figure 3) display the appearance of a newly refurbished hotel which is located in the center of Rovaniemi, Scandic Rovaniemi City. It is five floors building with several rooms is 178.



Figure 2. Scandic Rovaniemi City (Wikipedia 2022)

The following picture (figure 4) shows how the appearance of the main lobby and the lobby bar where the customer can have a drink such as beer, coffee, or tea. There is also the room for luggage according to the demand of customers. The main lobby is the first impression of the hotel when the customer gets inside of the hotel, therefore, the decoration at the lobby is following cosy and creates a welcome feeling in the customers. There is also the area that where the customers can stay before check-in or after check-out and enjoy the additional services of the hotel.



Figure 3. The Lobby and Lobby's Bar of The Hotel (Scandichotels 2022)

2.2.2 Room Categories and Service

Scandic Rovaniemi City is one of the most attractive hotels in Rovaniemi (Tripadvisor 2022). It offers 178 rooms available for the customer with various classes of rooms in order to be suitable for the demand of customers. There are totally seven types of room at the hotel: standard, standard family, superior, superior family, superior bathtub, superior sauna, and master suite. In addition, there are three meeting rooms for the meeting function, and the largest capacity in the meeting room is 90 people at the same time (Scandichotelsgroup 2022). According to the business, food and beverage operations contribute 30 percent of business revenue income (Scandicotelsgroup 2022).

As the largest hotel group in the Nordic region, the number of customers who come to Scandic hotels is unpredictable, especially during the holiday season. The Scandic Rovaniemi City welcomes a thousand customers during the highest season at Rovaniemi, therefore, they always want to provide the best condition of services to their customers, according to Tammi, the hotel general manager.

First, they provide Scandic Friend service, which is working as the membership at the system of Scandic hotels group and delivering many customer benefits such as special member prices, restaurant food discounts, and so on. In addition, the hotel also cooperates with the travel agency company to organize the tours and activities for the customers to create the best experience during the stay, thus the customers do not need to find different organizations to plan the trip because all of the options the Scandic hotel can offer to them. Moreover, airport transportation or flexible time to get the room are also provided by the hotel as well in order to satisfy their customers.

2.2.3 Scandic Rovaniemi City Hotel Mission and Vision

“Our vision is to be a world-class Nordic hotel company” (Scandichotelsgroup 2022). As a hotel company, they strive to be the best they can be by utilising our Nordic spirit, culture, and way of doing things. World-class performance is putting on a flawless daily show for our guests, clients, team members, and owners—not about five stars, red carpets, or network size. In doing so, they will make Scandic is already illustrious past our proudest and most successful yet, and help it emerge as one of the most fantastic hotel chains in the world.

“Our mission is to create great hotel experiences for many people” (Scandichotelsgroup 2022). They are trying to serve as many people as they can. From the minute the customers first think about the hotel to the moment they check out and tell their friends about it, their staff get out of bed in the morning to provide a truly fantastic hotel experience for everyone, regardless of who they are, how they dress, where they are from, or where they are going. A perfect hotel experience, in our opinion, entails much more than just a comfortable bed, breakfast, and dinner. A warm smile, a welcoming environment, sincere service, and that extra touch make up the whole experience they give their visitors.

2.3 Atrium and Bord Restaurants

There are two restaurants and a lobby bar at the reception at Scandic Rovaniemi. However, those are pretty newly established, since 2017. The main aim of

opening restaurants are to provide additional services to customers such as breakfast, lunch meeting or fine dining a la carte. Both restaurants have a Scanadavian's decoration and bring especially atmosphere for the customers who visit. It offers local flavours from Lapland with local ingredients, combined with a traditional or modern touch.



Figure 4. Atrium restaurant (Scandichotel 2022)

Atrium restaurant offers breakfast service for the customers who spend the night stay at the hotel. It provides five start breakfast experience to the customers with different options for food including vegan options and allergy options, there is also the area of coffee and tea, Nordic's berries juice. The capacity of the restaurant is about 1000 to 1200 guests at the same time, it is one of the largest breakfast area at Rovaniemi (Scandichotels 2022.)



Figure 5. Bord Restaurant (Scandichotels 2022)

On the other hand, Bord restaurant has more fancier area as a fine dining restaurant. The menu is quite good enough to have a meeting, dating or hanging out. The menu had been built based on Lapland flavours and it changes seasonally in order to bring various tastes to customers. However, the opening time is quite tight, only three and a half hours, it creates the barrier for customer who want to come visit earlier or later than the opening time. Honestly, it is missing the marketing methods in order to bring the restaurant comes closer to the customer, consequencely, there are not many people know about the restaurant even though local people.

3 HOSPITALITY INDUSTRY

3.1 Definition

The hospitality sector arose from informal arrangements between residents and tired visitors looking for a safe location to rest their horses and lay their heads. Back then, hospitality usually meant a simple lunch and a few beers. These casual stays eventually turned into more than just a place to stay. The hospitality sector arose to serve an increasingly mobile class of merchants, nobles, intellectuals, and priests. (Hoteltechreport 2022). Hospitality is described as "the friendly reception and treatment of guests or strangers," which encompasses the warm, friendly, and generous welcome, reception, and entertainment of guests, visitors, or strangers. (Brotherton and Wood 2008, 38).

The hospitality sector is one of the largest in the world and has grown steadily practically every year. In recent years, the hospitality business has contributed over 7 trillion US dollars to the global economy each year. The number of international tourists continues to rise year after year. Global leisure travel expenditure peaked at around 4.7 trillion US dollars in 2019, up 3.1 percent from the previous year. In 2019, leisure tourism spending accounted for 78.6 percent of worldwide travel spending. (Statista 2022.)

The sector is constantly expanding, but it is also changing due to new customer groups and technological advancements. "In 2016, important business, technology, and hotel marketing developments are expected to take root and affect the sector as a whole." These include the millennial traveler's rise to become the primary consumer demographic by 2017 and an increased interest in leveraging mobile devices and applications to provide more tailored hotel guest services." (HospitalityNet 2015.)

3.2 Hospitality Segments

A hospitality unit, such as a restaurant, hotel, or amusement park, comprises many departments, such as facility maintenance and direct operations (servers,

housekeepers, porters, kitchen workers, bartenders, management, marketing, and human resources, so on). The hotel sector is a multi-billion-dollar industry that relies on free time, disposable income, and complete client pleasure. The hospitality sector comprises four segments: food and beverages, travel and tourism, hotel, and recreation. (Novak 2017.)

Food & Beverage: The food and beverage sector, shortened as F&B in the industry, is the largest segment of the hospitality industry. It consists mainly of establishments that prepare meals, snacks, and beverages for immediate consumption on and off the premises. When a restaurant is part of a hotel, its services can improve the guest experience by offering exceptional food and first-rate customer service. (Novak 2017.)

Travel & Tourism: Travel and tourism are services that transport people from one location to another. The travel industry includes buses, taxis, planes, ships, and trains, among other things. Leisure travel is defined as spending money on a hotel, food, and recreation while on a vacation trip. In contrast, business travel is defined as spending money on lodging and food when traveling for work. While in business, some people spend money on recreation. Tourism's primary job is to encourage people to travel. People spend money on hospitality when they travel, whether for business or pleasure. (Novak 2017.)

Lodging & Accommodation: The lodging industry includes fancy hotels, youth hostels, senior hostels, campgrounds, motels, and other enterprises that provide a place for people to sleep overnight. Different market segments served by lodging enterprises include business travelers, leisure travelers, long-stay travelers, budget travelers, and unique travelers such as those employed by the government, airlines, and the military. (Novak 2017.)

Entertainment & Reaction: Recreation is any activity people engage in for rest, relaxation, and enjoyment. The purpose of recreation is to revitalize a person's body and mind. Recreation is any business that provides activities for rest, peace, and joy to replenish a person's body and mind. The leisure industry includes entertainment firms that provide events such as movies or theaters, attractions that are locations of particular interest for visitors, such as zoos and museums, spectator sports, and participatory sports. (Novak 2017.)

The following figure (figure 6) will give the further information about four segments of hospitality industry.

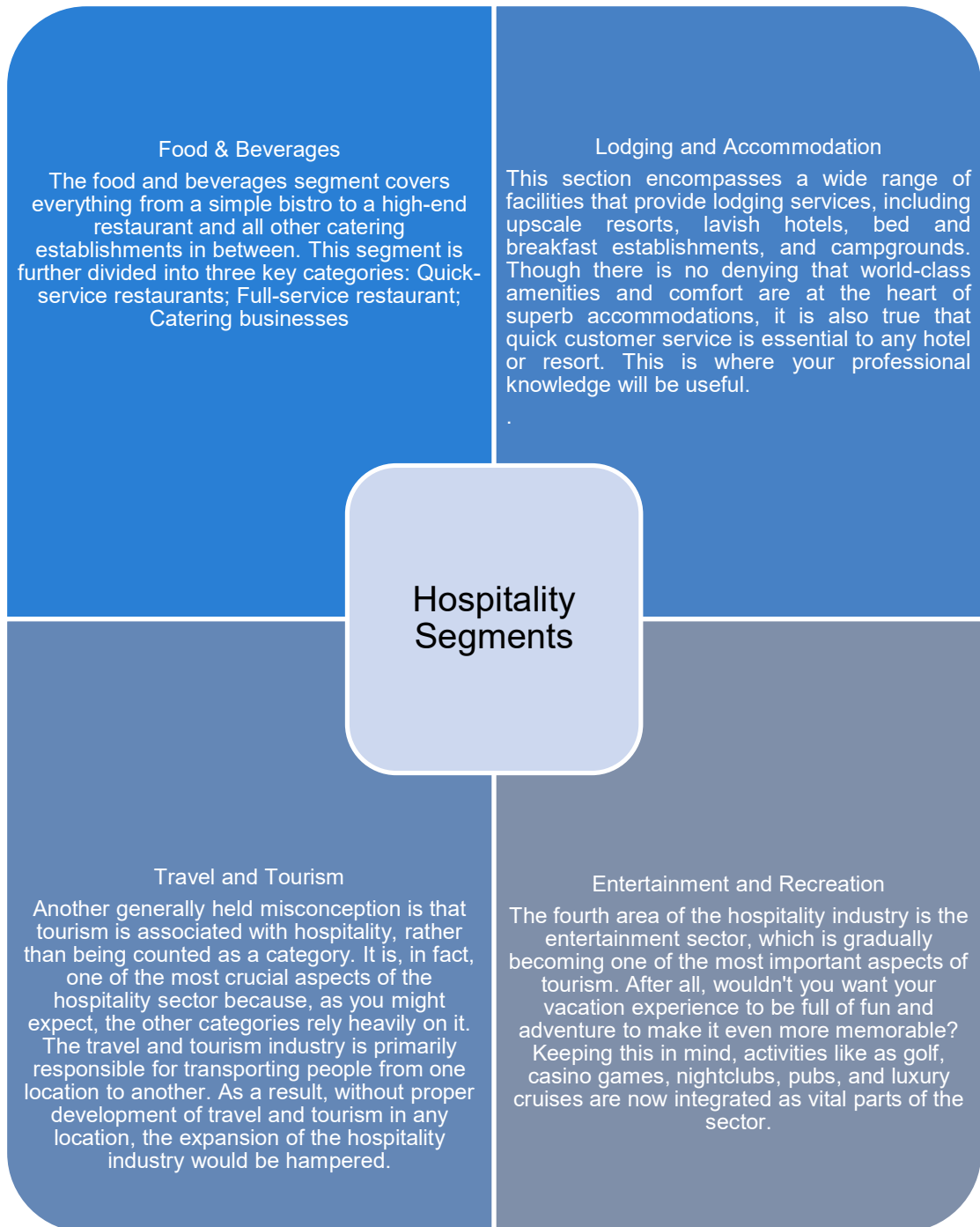


Figure 6. Hospitality Segments (Avlonshikshaniketan 2022)

3.3 Finland's Hospitality Industry

Before the epidemic, tourism had grown in importance to the Finnish economy in recent years. Foreign tourism demand increased at an annual pace of roughly 8% between 2017 and 2019. The coronavirus pandemic outbreak in March 2020 and the accompanying restrictions had a substantial impact on tourism. Before the pandemic, tourism's GDP contribution was 2.7%, but preliminary figures for 2020 show that it has dropped by a percentage point to 1.7%. (Tem 2022.) According to 2021, overall tourist demand will recover to 11.2 billion euros due to increased domestic tourism. Domestic demand for tourism climbed from 67% in 2019 to 84% in 2020, and is expected to reach over 90% in 2021. Domestic tourism demand surpassed pre-pandemic levels in 2021. Despite a comeback in the year's second half, the foreign market continued to fall in 2021. (Tem 2022.)

Moreover, in 2019, 154 000 individuals worked in tourism-related industries, accounting for 5.8 percent of all employed workers in Finland. In 2018-2019, the number of employed individuals increased by almost 6,000 (4.5%). According to the preliminary data for 2020, the number of people employed in tourism industries decreased by 25,400 (16%) to a total of 128,700 people. (Tem 2022.) The following figure (figure 7) will show more detail about the general information of Finland's hospitality number in the nearest year reported according to Mara.

Hospitality Industry in Finland, year 2019

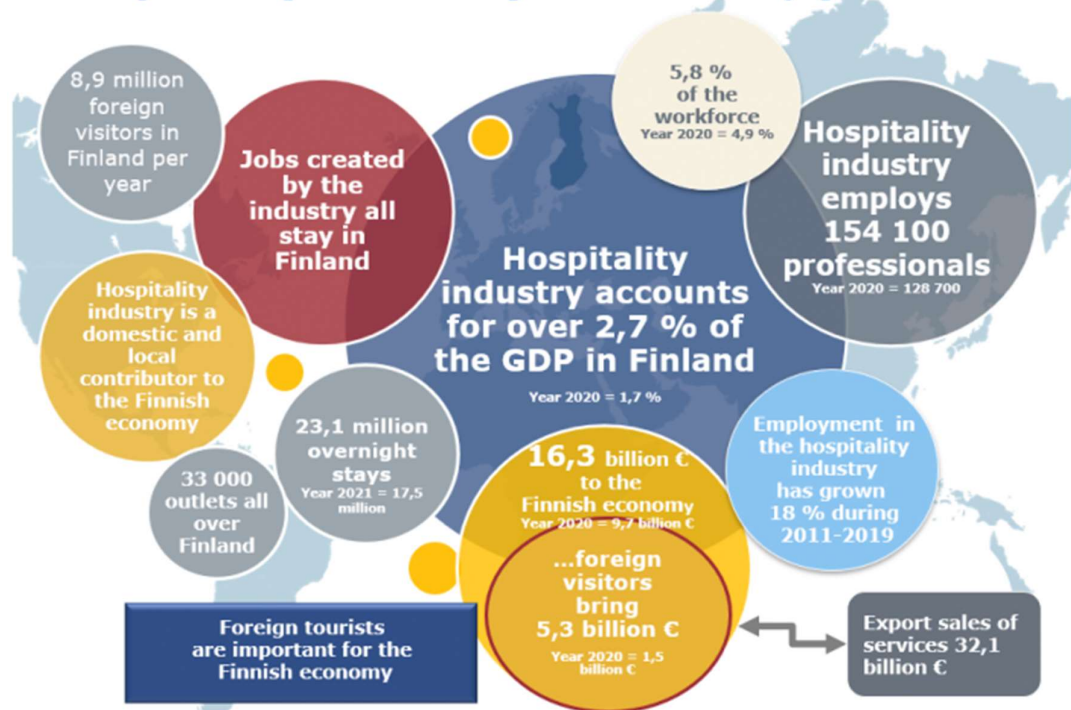


Figure 7. Hospitality Industry in Finland 2019 (Mara 2019)

As stated by MaRa and illustrated in figure 7, the hospitality industry is an essential component of the Finnish economy. In Finland, the hotel industry employs 154 100 young professionals who welcome nearly five million foreign visitors worldwide. (Mara 2019.) Mara's (2019) research shows that since 2000, the number of foreign visitors to Finland has more than doubled. In 2019, Finland received 8.9 million visitors. The pandemic significantly impacted the tourism growth trend, although domestic tourism, in particular, has rebounded successfully. The repercussions of Russia's war are slowing the recovery in the number of international tourists, mainly from Russia and Asia.

3.4 Hotel Restaurant

3.4.1 Definition

The number of restaurants operating within hotel grounds is growing as the transportation and tourist industries rise. Although restaurant services are

considered secondary to accommodation services, the food and beverage department is critical to the hotel's functioning to meet consumer needs (Cousins, Lillicrap, & Weekes 2019, 30). A food service business is an integral part of the modern hotel business, including the production, sale, and service of food and drinks for customers to increase sales and make profits. Food service activities are one of the critical activities in the hotel. This service is aimed at satisfying customers' essential needs when they stay at the hotel and the number of visitors in that area. (Cousins, Lillicrap, & Weekes 2019, 2-6.)

Suppose there is a lack of food service in the hotel business. In that case, there will be a need for synchronism and not meeting the standard of stars, reducing the efficiency of business for not fully exploiting the payment ability of customers. At the same time, the hotel's guest source will be reduced due to not ensuring convenience in satisfying the daily food needs of guests. (Cousins, Lillicrap, & Weekes 2019, 9). Foodservice in the hotel ensures to provide food with pictures beautiful and good quality food, meeting the needs of many customers with different customs, ages, genders, and preferences. Hence food service will be the bridge to attract guests to the hotel and consume the services such as accommodation services and additional services. (Vinnie 2017.)

3.4.2 The Organisation of Small and Large hotel

The number of restaurants operating within hotel grounds is growing as the transportation and tourist industries rise. Although restaurant services are considered secondary activities to accommodation services, the food and beverage department is critical to the hotel's operation in order to meet consumer requests (Cousins, Lillicrap & Weekes 2019, 30). The following figure (figure 8) will show the construction of small hotel restaurant business, which are normally three stars hotels.

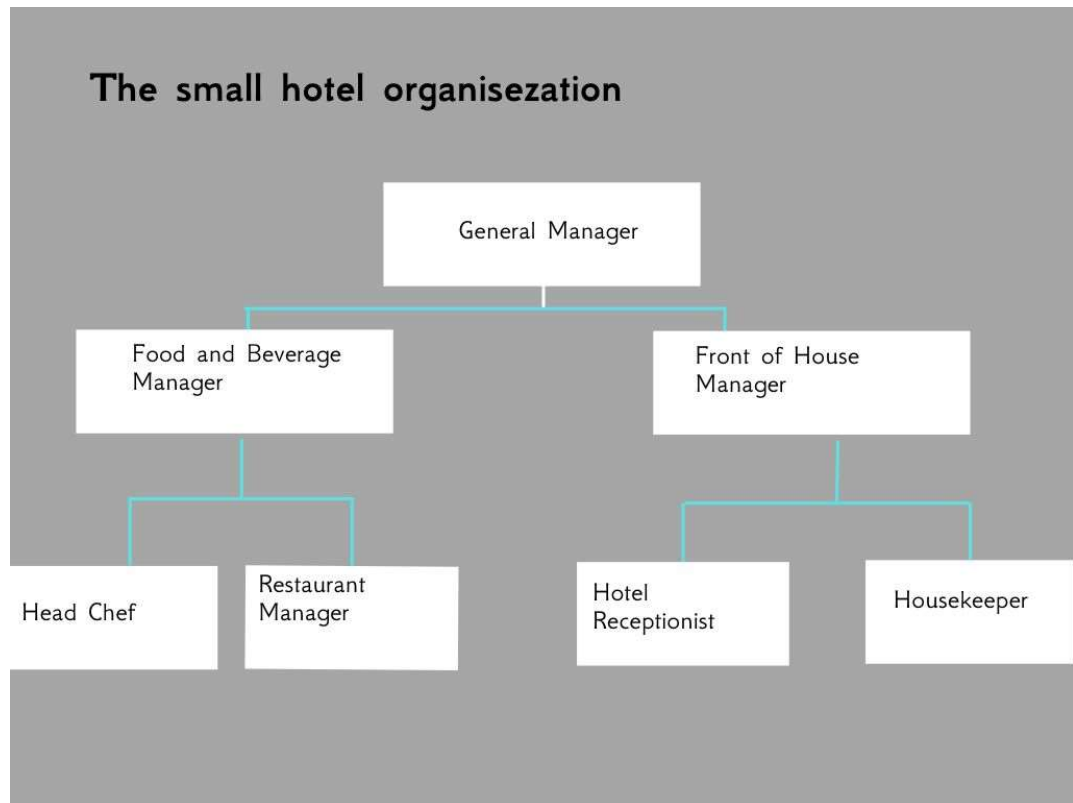


Figure 8. The Small Hotel Organization (Cousins, Lillicrap & Weekes 2019, 57)

As the small hotels (the hotels are under three-stars classification), the organization system is not really complex. The general manager is control the working process of the system and responsible to organise the running business. On the next level, there are two main manager who will control the quality of F&B and the working process in the appearance of the hotel. In general, the main purpose of hotel restaurant at under three stars hotels is serving and provide additional services to the customers so it is not really considered by the organization. The next coming figure (figure 9) will show the construction of bigger capacity hotels (mostly five stars hotels).

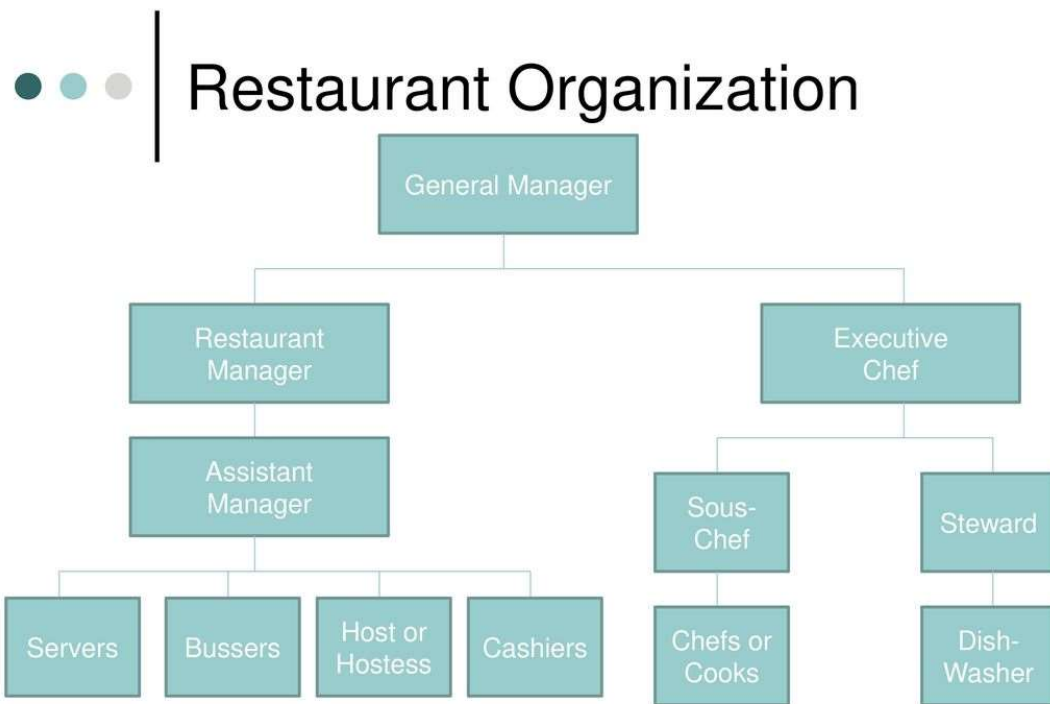


Figure 9. The Large Hotel Restaurant Organisation (Richard 2018)

On the contrary, running a restaurant at a five-star hotel requires more labor. Hotel owners run more than two outlets in a hotel complex to meet guests from various regions and cultures, including foreign restaurants, local-oriented restaurants, bars, room services, and VIP restaurants. The level of service and quality at these premises is supposed to be outstanding, and the menu price is set high. (Sufi 2019, 241). At the higher classification class hotels, the requirements for F&B experiences are definitely higher and stricter. Therefore, it requires a deeper level of organization system to guarantee the best customer experiences.

Because of the differences in the number of F&B outlets, the management system of a large hotel has more layers than that of a small hotel, as indicated in the chart above. Furthermore, many managerial positions, such as assistant food and beverage manager, floor service manager, banqueting manager, and storekeeper, are introduced to the system. Several layers in the organization

system also helps to reduce the stressful working environment on the general manager.

3.4.3 The Importance of Hotel Restaurant in Business

The restaurant business is an integral part of the hotel business as well as indispensable in the tourism industry. So it plays the following essential roles:

The restaurant business is one of the critical activities in the hotel, this service is aimed at satisfying the essential needs of guests when they stay at the hotel, as well as non-stop guests. The restaurant business requires a large number of employees, which will contribute to solving the problem of employment for the workforce, and creating income for employees. Besides, the hotel also helps the consumption of agricultural and industrial products and supports the local food and food processing industry. (Minh 2020, 19.)

If there is no restaurant business in the hotel, the hotel will not meet the "star" standard, reduce revenue, and not fully exploit the payment ability of guests. Besides, the hotel's guest source will decrease because it does not guarantee guests' convenience and satisfaction with daily dining needs. Good quality, diversity, and abundance in the restaurant service business will determine the hotel's reputation. In other words, it helps the hotel to propagate the brand and image of the hotel to consumers. (Cousins, Lillicrap, & Weekes 2019, 6.)

In addition, the restaurant business, in many forms, helps to promote the cuisine to the world and the spirit of active service and always welcomes customers. It cannot deny that cuisine is one of the ways to explore a country's culture and get closer to new experiences, and restaurants play an essential role in showing up the quintessence of culture. In addition, the restaurant carries the image of the hotel as it is involved with the hotel operation, and the restaurant displays as a particular attribution for the hotel business (Ismail, Zahari, Shariff & Suhaimi 2016.)

3.5 The Internal Factors that Affect Hotel Restaurant Business

3.5.1 Factors Affecting Restaurant Business Success

Nowadays, the competitions in the tourism industry are unaccountable, and to survive and run the business, restaurants have to provide the best service to customers with a unique dining experience and various options of food and beverages (Mossay, Shin & Smrkolj 2021.)

According to Lewis (1981), food quality, menu variety, atmosphere, convenience, and price are important factors associated with the dining experience. According to the various sources of additional research on restaurants, those show the restaurant's location plays an important role (Mossay, Shin & Smrkolj 2021). As previous research, customer considers the quality of food as the essential factor when they choose a restaurant (Lewis 1981), including the taste of food, portion size (Qu, 1997), and menu variety (Kivela, Inbakaran & Reece, 1999.)

In the restaurant business, food quality can be seen as the central factor of the company (Ha & Jang, 2010; Ma, Qu & Niite, 2011). In addition, the loyalty of customers is one of the most stable ways to develop the business, especially in the restaurant business, and the restaurant owner must think about how to build customer loyalty. According to much research, the quality of food mainly affects the return of customers in the restaurant business (Majid, Samsudin, Noorkhizan, Zaki & Bakar 2018.)

3.5.2 Food Quality and Pricing

- Food quality

Food quality is one of three essential aspects that affect the success of restaurant performance, together with employee service and physical environment (or ambiance) (Dutta, Parsa & Bujisic 2014; Ryu, Lee, Kim & Woo 2012). Food quality measures customers' satisfaction with restaurant products (Ryu 2012, 222). In addition, Ryu (2012, 219) also mentioned that there are five elements of food quality: the smell of food is enticing, the menu is a variety of options, the

food is nutritious, the food is delicious, and the food is fresh. Moreover, Qin and Prybutok (2009, 74) also defined that the connection between food quality and consumer satisfaction is a direct and positive impact. In addition, Sulek and Hensley (2004, 237) emphasized that food quality is the most severe part of the restaurant business.

Nowadays, food quality is not only about the taste of food, but the presentation has also been distributed an essential role in cuisine as well. Namkung and Jang (2007, 389) defined presentation as a technique to perform the food on a plate, decorating attractively to draw customers' attention and satisfy the client's perception of quality. Ha and Jang (2010, 522) had the same vein as Qin and Prybutok, there is a strong connection between customer satisfaction and product quality. Moreover, Shaharudin (2011, 199) mentioned that freshness tends to become one of the main factors affecting customer buying decisions. In the new era, healthy products are paid more attention by the customer, and it has become one of the trends these days. Therefore, hygiene is also a factor that can put the restaurant in a better position in a competitive market.

On the other hand, the unique characteristic of good quality is that it cannot be the same for every customer (Karki & Panthi 2018). Therefore, it can be a massive challenge for the restaurant whenever they desire to satisfy all customer's perceptions about quality because of conflicting viewpoints (Shaharudin et al 2011, 201). Moreover, according to Ko and Su (2015), the success of food service quality has been shaped by people and products. At the same time, the contribution of the products category is safety, hygiene, cuisine arts, and product quality, which of people category is staff's behaviors.

Inspectors visit the premises to inspect the following criteria: control plan, suitability, adequacy, maintenance of facilities and equipment, cleanliness of facilities, surfaces, and equipment, operations and personnel training, food production and processing hygiene, food temperature management, sales and serving, substances that cause allergies and intolerances, product composition, and special requirements for specific food products. Restaurants must abide by

the guidelines to avoid delivering low-quality food that could harm their customers' health. (Finnish Food Authority 2019.)

- Pricing

Pricing plays a vital role in the trading market and is the critical element that affects the buying decision of customers (Karki & Panthi 2018). Price has displayed many factors of the company, such as the quality of the product, valuable of branding, or the company's worth. However, it is significant that price and product quality are compatible. (Karki & Panthi 2018).

In addition, setting price is also a massive challenge for the company. It is the first impression of the customer with the product, and it helps the consumer's image of good or service value, and it affects the decision of the buyer to purchase or not (Khan 2011). Moreover, price strongly displays the brand's value, classifying different products, such as standard or luxury brands. In other words, Mattila and O'Neil (2003, 324) determined that price is also a factor in clarifying customer satisfaction with the product or service experience. Khan (2011) also mentioned that consumers are more likely to make purchase decisions based on product pricing than anything else.

Price is one of the four P's in the Marketing Mix, which is crucial for carrying out a marketing plan (Kottler & Armstrong 2012). According to Han and Rye (2009, 501), price is one of the factors to help the company rapidly improve. Additionally, (Andaleeb & Conway, 2006, 5) noted that the costs associated with restaurant service are distinct from restaurant decor. In the event of an internal reference price that they compare actual price ranges against, prospective purchasers view it as an expense. Additionally, as Andaleeb and Conway (2006, 7) mentioned, the restaurant's style influences its cost or pricing. Customers are sufficiently assisted by outstanding customer service and high-quality goods to understand restaurant costs. In addition, Budhathoki (2018, 14) mentioned that the price for the product includes different elements such as materials, advertisement cost, valuable branding, operation cost, and so on.

3.5.3 Human Resource Management

Hotel is not the same as conventional enterprises; it not only has production, but it also has socialism. A human being is regarded as a type of resource in the organization, and a human being is the first productivity and the first element. Human resource management in hotels should be reasonable, scientific, and personable. Corporations with intellectual advantages will be at the pinnacle of economic development. (Graham and Bennett 1998, 163, as cited in Zheng 2010.)

Human resource management has been ranked first in the hospitality business year after year. According to research, there are challenges in attracting and retaining talented employees. Employers fail to recognize the necessity of investing in their employees. It has also been argued that the hotel business has little to offer qualified and enthusiastic employees in terms of entry and retention. (Enz, 2009). Staff is the most critical aspect of running a restaurant. Hence most managers need help to establish and lead a dream team. To balance varied personalities in the workplace, the mission requires not only dedication but also a high level of emotional quotient. Restaurant managers' responsibilities in human resources include recruitment, training, encouragement, and communication. (Minh 2013, 19.)

Because of its unique characteristics, restaurant service is a strenuous occupation that necessitates physical and emotional health. Employees typically work eight to ten hours each day, which is a long day, yet they always retain a happy attitude. After a short period, this could lead to dissatisfaction and resignation. The question is, how can managers motivate their employees at work? Managers merely need to spark motivation because it originates in each individual's thinking (Walker 2011, 300-301). Communicating is a vital step in resolving the problem. Listening actively to associates' objectives, providing guidance and comments, rewarding good performance, and providing possibilities for advancement are all things that may inspire employees to work more successfully. (Walker 2011, 300.)

- Leadership

One of the most important talents for restaurant managers is leadership. This section discusses styles of leadership and how to successfully lead a team in a restaurant.

Styles of leadership

Leadership styles refer to the strategy and manner in which a leader provides direction, implements plans, and motivates others. It covers the whole pattern of explicit and implicit behaviors conducted by their leader as seen through the eyes of the team or group member. (Schooling 2022). A leader's leadership style is how they provide guidance, implements plans, and motivates others. (Wikipedia 2022). Leadership styles are defined by Kotter (1990, as cited in Schooling 2022) as "the techniques of leaders in offering direction, implementing plans, and motivating their members."



Figure 10. Leadership Styles (Schooling 2022)

The most successful form of leadership has been democratic. In this leadership style, the leader empathizes with and values the followers' opinions and points of view. The advantage of this technique is that the follower feels like they are a team member as if they have a voice that is acknowledged, appreciated, and considered. Its drawback is that it takes time and tends to delay decision-making. (Schooling 2022.)

The autocratic leadership style, on the other hand, is the polar opposite of democratic leadership. The leader runs the show in this approach, making critical choices without input from followers or subordinates. This leadership style is prone to creating dysfunctional and violent workplaces, frequently putting followers against the dominant boss. However, it reduces time waste and ensures

that decisions are made on time. It also eliminates the bureaucratic bottlenecks that are common in democratic leadership styles. (Schooling 2022.)

In the laissez-faire leadership style, followers and subordinates are given complete autonomy in decision-making for the entire group. Group leaders provide little or no direction to their associates. The group members benefit from a great deal of flexibility and independence under this leadership style. The disadvantage is that adapting to change may be difficult and requires the group members to be competent and experienced. (Schooling 2022.)

In the transformational leadership style, followers are motivated and inspired to share the leaders' vision and work together to achieve the group's goals. The main advantage here is that the staff turnover rate is reduced, as is their morale. The disadvantage of this method is that procedures, norms, and regulations may be violated. (Schooling 2022.)

The final type of leadership is transactional leadership. In this manner, the goals and objectives are clearly stated, and team members know how they will be rewarded for their compliance and cooperation in accomplishing the goals and objectives. Instead of determining compliance and performance, the leader in this method discovers the needs of the team members and provides rewards and incentives to meet those needs. (Schooling 2022.)

Leading a team in restaurants

Because client experiences are unlikely to be assessed, all eateries are identical. The distinguishing feature is remarkable in both human service and service itself. As a result, many successful restaurants worldwide see human resources as a "valued asset and competitive advantage." Managers must lead the team rather than manage it to ensure everyone puts forth the same effort (Walker 2011, 290.)

Building a powerful team is critical when running a restaurant because it contributes to excellent performance and productivity. A team is a group of people working together to accomplish common goals. Meanwhile, team building links

members responsible for the corporation and supports others to achieve high-quality work performance (Bender & Darlene 2002). Managers work as influencers and leaders to encourage team cooperation.

A great team leader is someone who has the correct visions, missions, and goals. Visions depict the predicted future visions of the restaurant, while missions explain the establishment's aims and provide a quick summary of values to customers. Goals are set about goals and tasks and should be explicit, accurate, and specific. Goals are followed by strategies, which are carried out in collaboration with teams (Walker 2011, 291). Leading a team entails giving work and encouraging team members to participate. In other words, it encourages employees to contribute their ideas to the work's success. This is why communication is so important, especially in restaurants where individuals need to communicate quickly and precisely. (Walker 2011, 299.)

Nonetheless, the conflict between management and employees has long existed in many workplaces. The fundamental issue is that employees are not adequately compensated for their efforts. Cooks, servers, bartenders, stewards, and cleaners in the restaurant business earn low earnings despite high physical labor intensity and long working hours. These qualities make the restaurant industry's labor market ephemeral and volatile. As a leader, the manager must establish an ideal working atmosphere for employees who want to stay in the restaurant. (Walker 2011, 292.)

- Motivation

Definition

Between 1870 and 1875, the word motivation was first recorded. The term motivation comes from the word motive. Motivation is the willingness and energy to dedicate to a specific endeavor indefinitely until the intended result is obtained. Motivation is linked to human psychology and can be influenced by internal and external variables. Focusing on a task and seeing it through to completion requires motivation. Motivation is a method of working or motivating or providing a compelling cause to operate in a particular manner. It is a method of increasing

people's willingness, which allows them to give their all to complete the work. (Bhandari, Poudyal, & Pradhan 2012, 250, as cited in Chapagai 2017, 14). "Motivation is a force or energy that resides within a person and drives effort, directs behavior, and, ultimately, affects performance and other individual results." (Career Research 2016).

According to Higgins and Kruglanski (2000, 3), motivational research is not restricted to psychological considerations; other elements such as education, health, and business influence human motivation. The volume of inspiration for an individual can be defined by themes such as basic wants, altering the necessary needs, decreasing the gap between knowing and doing, accomplishing the wishes, identifying the desires, and wanting from knowing.

Zimmerman and Schunk (2012, 2-4, as cited in Chapagai 2017, 14) emphasize the importance of psychology and the dynamics that encourage people to vary from one another. The same element can only encourage some people, and it is always necessary to identify the influential factor for a particular person. For example, a reward may inspire one person, whereas another person may seek attention. The actual problem, however, is boosting the passive person; social considerations are frequently crucial in encouraging such people. In most circumstances, training and job-related activities can benefit the worker for an extended period.

Extrinsic and intrinsic motivation

According to Hiam (2003,12), intrinsic drive comes when someone works without anticipating any extrinsic benefits and likes their work or learns and explores new ideas. It is mostly concerned with human behavior and psychology. It is generated by an individual. According to Ryan and Deci (2000), intrinsic motivation is the level of satisfaction that an individual derives from a job after completing the task. In this situation, employees continue to undertake their jobs for the sake of fun or associated challenges, rather than for external rewards or pressure. There are three types of intrinsic motivation: compliance with standards, job satisfaction,

and attainment of individual goals (Frey & Osterloh 2002, 8). The next figure (figure 14) will show more information about those types.

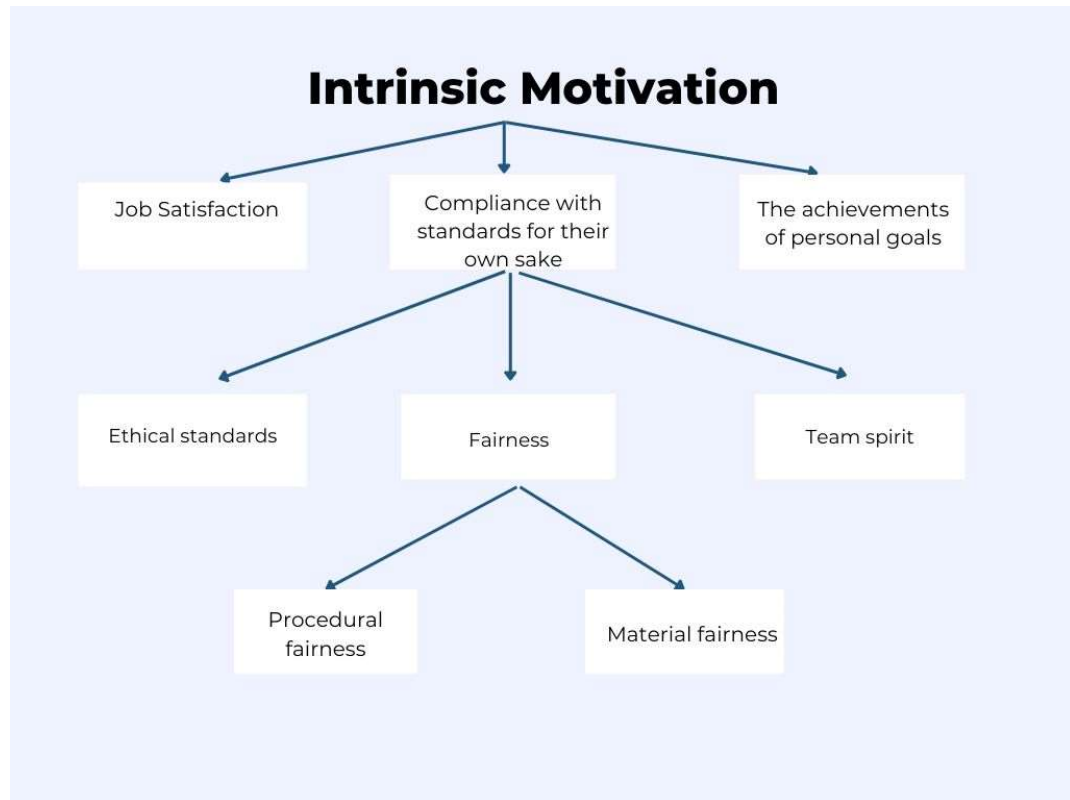


Figure 11. Three Types of Intrinsic Motivation (Frey & Osterloh 2002, 9)

Extrinsic motivation, according to Ryan and Deci (2000, 60), is the process of completing a task in order to obtain different results. Extrinsic elements, according to Hiam (2003, 12), are those that are used to motivate people to work in the expectation of something, which is frequently associated to rewards. Employee motivation relies heavily on extrinsic variables. In addition, extrinsic motivation is defined as behavior that is motivated by external causes such as a reward or the avoidance of negative effects. The most obvious example of extrinsic motivation is money. Extrinsic motivators can be both concrete and immaterial. Tangible factors are those that have a physical form. A genuine factor might be any financial incentive. Intangible components, on the other hand, are abstract in nature and do not have a physical shape. Fame and admiration are examples of intangible external motives. (Corporatefinanceinstitute 2022.)

Maslow's hierarchy of needs

In 1943, Abraham Maslow proposed the hierarchy of needs hypothesis. According to Maslow (1943, as cited in Chapagai 2017, 20), human beings always have a need; when one need is met, another emerges, and in this sense, human wants are limitless. For example, if a person owns a bicycle, he begins to fantasize about owning a motorcycle, and when he obtains a motorcycle, he develops a desire for a car. In this way, human requirements increase from time to time. People always prioritize their most fundamental or necessary requirements, and if those needs are met, they will endeavor to meet their higher-level wants.

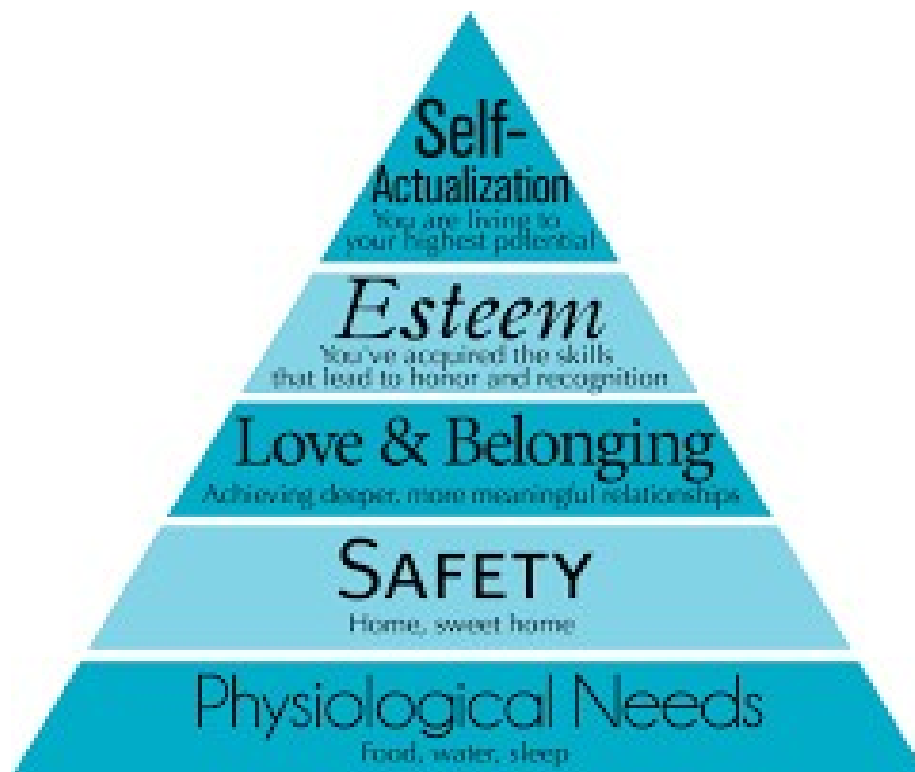


Figure 12. Maslow's Hierarchy Needs (Educationlibrary 2022)

The above figure (figure 15) is showing five level of need according to Maslow's theory. It is including five levels: physiological needs, safety, love and belonging, esteem and self-actualization.

Physiological needs: It covers the most fundamental survival requirements. This category includes food, housing, clothing, water, sex, and other necessities. Most firms strive to pay enough wages that enable their employees to meet these

objectives. Employees will be satisfied and driven if the organization pays attention to their physiological needs. (Poudyal et al 2012, 254.)

Safety needs: Workplace safety is closely tied to safety requirements. It involves safeguards against potential hazards on the job as well as job security.

Employees want economic security, social security, and physical security. Suppose the workplace effectively protects all three dimensions. In that case, individuals may execute their tasks without fear of being threatened or burdened by anything, and the organization can receive the desired outcomes when employees give their best. Safety requirements are critical for encouraging staff. (Poudyal et al 2012, 254-255.)

Love and Belonging needs: Acceptance by coworkers and companionship, belonging, and appreciation by friends are examples of social wants. People that have high social requirements prefer to work in groups. Suppose the organization fails to address the social needs of its employees. In that case, the workers will be dissatisfied, resulting in low productivity, high absenteeism, high stress, and insufficient attention to work. To meet the demands of its employees, the company must have a clear agenda. (Poudyal et al 2012, 255.)

Esteem needs: Generally fall under higher-level wants, which develop when the previous three lower-level needs are met. Esteem needs can also be seen as an ego, which comprises status, prestige, recognition, promotion, achievement, and so on. People look for a variety of options to meet their demands. Management must create a well-defined structure of promotion, reward, and punishment. (Poudyal et al 2012, 255.)

Self-Actualization needs: Self-actualization is tied to the individual. It encompasses personal development and self-actualization. It is knowing one's instincts and attempting to become what one is capable of. People that seek this kind of requirement are hardworking and inventive. They seek hard and creative work to meet their needs. The organization must understand its employees' actualization needs to encourage them. However, the fundamental issue is that various people have varying self-actualization needs. (Poudyal et al 2012, 255.)

Two Factors Theory

Frederick Herzberg, an American psychologist, developed the two-factor hypothesis related to job motivation. The theory is based on the findings of 200 interviews with engineers and accountants performed by Herzberg and his colleagues. They polled the employees on their jobs' positive and negative elements and developed this theory based on the results. According to Herzberg, there are two types of needs: hygiene and motivating factors. (Poudyal et al 2012, 256.)

Hygiene factors: External hygiene factors, also known as dissatisfiers factors, are unrelated to work. Employees are dissatisfied when these factors are missing, but they are also unmotivated when they are there. In other words, individuals are dissatisfied even when the hygiene parameters are met, but when the hygiene factors are inadequate, they are dissatisfied. It does not help increase employee motivation but reduces negative motivation to zero. Hygiene variables include relationships with supervisors, working environment, remuneration, personal life, job security, relationships with coworkers, and so on. To acquire the desired results from employees, Herzberg suggested that managers focus on hygiene elements. (Poudyal et al 2012, 256.)

Motivating factors: According to Herzberg, motivational elements influence employee happiness, while hygienic factors influence employee dissatisfaction. Money advantages, pleasant working circumstances, and a variety of welfare activities are among the hygiene aspects, but none of them contribute to a higher level of motivation. Recognition, challenging work, responsibility, and other driving qualities are necessary for inspiration. However, the theory is criticized because it only applies to a restricted number of individuals in the fields of engineering and accounting. However, this model is still valued by many employers and businesses today. (Poudyal et al 2012, 256.)

Motivating variables, often known as motivators, satisfiers, or job content factors, are directly tied to the job. The existence of motivating stimuli raises motivation

and contentment. Dissatisfaction does not result from a lack of motivating reasons. Advancement, responsibility, and achievement are all driving motivations. According to Herzberg's research, people will be more motivated when the work is more difficult and there is room for innovation. Employees require the flexibility to conduct their jobs while also having the opportunity to advance in their careers. (Poudyal et al 2012, 257.)

4 SERVICE QUALITY

4.1 Characteristics of Service

Service is an operational process consisting of non-existing, dealing with supplier-customer or financial relationships and customer property without a change of ownership. The product of service may be within or beyond the scope of the physical product. To be more specific, service is the group of actions or performances offered by one organization (service providers) to the people who demand to use those actions or performances (customers) to create experiences. The organization gets the economic profit and company value (Lovelock 1991, 20-41). According to Zeithaml and Bitner, services are deeds, processes, and performances (Zeithaml & Bitner 2003.)

The fact is that services include many characteristics, and the service providers can analyze those characteristics to create a marketing plan, market analysis, or innovative products. Four main features exist in almost all kinds of services: Intangibility, inseparability, heterogeneity, and perishability. The table (table 3) will show more details about each characteristic.

Table 3. The Characteristics of Service (Edvardsson, Gustafsson & Roos 2005);
(Lovelock & Gummesson 2004)

Characteristics	Nature
Intangibility	<ul style="list-style-type: none"> _ Services cannot be touched like goods; however, the customers can have a view about the products. _ Services are considering as activities, not physical objects
Inseparability	<ul style="list-style-type: none"> _ Services are created and consumed at the same time. The service is created at the same time the client receives it, such as during an online search or a legal consultation. Dentists, musicians, dancers, and others create while also providing services. _ However, services providers and customers cannot be separated during the production.
Heterogeneity	<ul style="list-style-type: none"> _ People are involved in services, and people are all diverse. There is a good chance that different people will answer the same question slightly differently. _ Services cannot be served as the same way to all of customers
Perishability	<ul style="list-style-type: none"> _ The services cannot be stored or preserved _ The services need to be updated continuously.

4.2 Definition of Quality Service

4.2.1 Definition

According to the definition of ISO9001: 2008, "Quality is a degree of a set of inherent characteristics that satisfy requirements" (Iso.org 2011). In addition, according to Taylor & Baker (1994), quality can be measured by customer's evaluation of their satisfaction with company products/services and its corresponding with the price which customers have to pay for the companies and the comparison of those performances with the competition. Similarly, Han & Huyn (2015) defined "quality in the hospitality industry as a tourist's consideration

about the excellence in tourism products and its differences compared to rival products.”

Because service is an abstract and elusive concept, it is not easy to get agreement on how to define it (Parasuraman et al 1988). Some academics define service quality as a combination of consumers' attitudes about a particular service, and their overall assessment of the service supplied (Parasuraman et al 1988; Iqbal et al 2016; Dedeker 2003). This is defined as consumers' evaluations of the service provider's excellence based on the service they received, and this evaluation is linked but not comparable to consumers' satisfaction (Dedeker 2003). According to Bitner et al. (1994) define service quality as providing consumers with zero faults. Their definition was inspired by the goal of supplying "100% defect-free" items in the industrial sector. This notion implies that service organizations should provide impeccable service to please potential clients.

The concept of quality evolved over time, with the 1980s focusing on the customer's perspective, which meant that the definition of quality switched from the final product to the service. As a result, the product-centric concept of quality deteriorated over time. Nowadays, quality encompasses far more than technical features and services. Quality includes the product, the feeling of quality, and customer pleasure. (Takalahti 2013, 8.)

Quality can be interpreted in various ways, depending on the subject under consideration. However, quality is generally defined as fulfilling client requirements using the most cost-effective methods available. (Lecklin 2006, as cited in Takalahti 2013, 8). The most commonly used definition of quality is that it is done correctly the first time and without errors. Quality should be regarded holistically, rather than focusing too much on minor details. They only sometimes ensure a high-quality and successful product, allowing the company to gain a competitive edge. (Takalahti 2013, 9.)

4.2.2 Factors that Ascertain Quality Service

From the customer's perspective, service quality is decided by the result of customer expectations and customer experience during service delivery.

Grönroos (1990, 41) stated that there are underlying variables impacting the outcome of the two; perceived service quality for each part of perceived service quality (Expectations vs. Experience). The following figure (figure 10) shows that the external factors which affect expected quality and experienced quality.

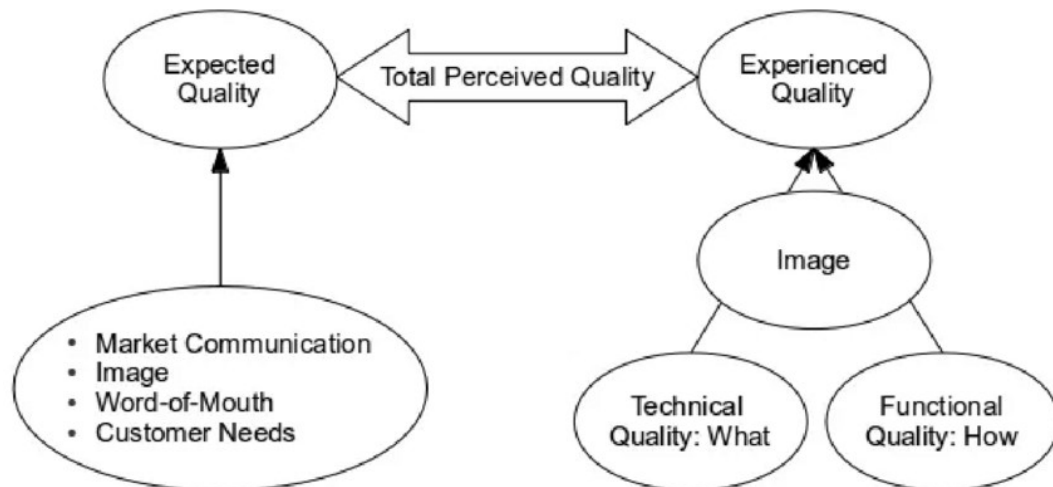


Figure 13. Total Perceive Quality (Grönroos 1990, as cited in Lacle 2013, 18)

- Factors relating to experienced quality

The technical and functional dimensions determine the quality of service perceived by clients, or the 'what' and the 'how'. (Grönroos 1990, as cited Lacle 2013, 18).

Gronoors (2007) highlighted two forms of quality that consumers evaluate when they obtain a service due to their relationship with the organization. Technical quality (what) refers to the type of service consumers receive due to their connection with the service provider. In contrast, functional quality refers to the performance of the service that consumers receive. In other words, technical quality can be measured objectively and responds to what the consumer gets from their engagement with the service provider. In contrast, functional rate addresses how the user receives the service and may be judged subjectively (Gronroos 1984, as cited in Takalahti 2013, 9). In addition, technical quality corresponds to the end of the offered service, which can include, for example, restaurant meals, a haircut at a hairdresser, or a flight from Helsinki to Stockholm.

On the other hand, the functional service (how) represents the process's quality. This can be defined as how the service encounter or moment of truth is handled and how the service provider operates during the meeting. In other words, how a customer receives a service (Lacle 2013,19). The available quality corresponds to how the outcome was delivered, such as how the waitress acted while serving the food, how the hairdresser communicated with the customer while offering the haircut, or how the booking, check-in, and in-flight services were carried out. (Bergman and Klefsjö 1994, as cited in Rankio 2013, 13.)

- Factors relating to expected quality

Market communication encompasses everything a marketing department may do to reach customers and encourage them to buy their products or services, such as advertising, direct mail, public relations, and sales campaigns that the corporation has complete control over. This suggests that the company creates a portion of what the client wants. (Rankio 2013,13.)

Word of mouth is a factor that is heavily influenced by what past customers of the service or product being offered have said or are saying, which can be positive or destructive depending on whether these previous customers' expectations were satisfied or not. This means that a firm has a limited influence on what is said about it, in that whether or not their customers' expectations are satisfied directly influences the positivity or negativity of what their customers say. The same is relevant for Images. (Lacle 2013, 18). Customer needs to depend on the gravity of the demand itself, which is how serious a customer's need is. For example, if a customer is seeking a hotel, the essential service is a place to stay; the more significant the market, the greater the expectation, and vice versa. (Bergman and Klefsjö 1994, as cited in Rankio 2013, 13.)

Total expected quality is defined as what the customer expects of the service based on what they have heard from friends, colleagues, or family, as well as how much effort and efficiency the company has put in to reach the intended target segment successfully. It is heavily influenced by the image an organization has. (Lacle 2013, 18.)

4.2.3 SERVQUAL Analysis About Quality of Service

Over the last two decades, most research on measuring service quality has focused on the SERVQUAL scale (Ladhari, 2009; Guo et al., 2008; Rodrigues et al., 2011). SERVQUAL instrument, which was introduced by Parasuraman, Zaithaml and Berry in 1988, however, the number of dimensions has been reduced to five dimensions later, which are: Reliability, Assurance, Tangibles, Empathy and Responsiveness. The following table (table 5) will show more specific information about those dimensions.

Table 4. Service Quality Dimension (Zeithaml, Parasuraman & Berry 1990)

Dimension	Description
Reliability	<p>_Ability about the performance of the company about their product or service as their promises reliably and precisely</p> <p>_This dimension covers almost all services of the company such as products, pricing, etc. In order to attract customers and branding, the company always give the promise about their performance to create the company's value and customer's belief.</p> <p>_In the term of running business, reliability is known as one of the key factors for the successful.</p>
Assurance	<p>_This dimension is related to the perform of the company with the customers such as knowledge and courtesy.</p> <p>_The worker has distributed the important role in this dimension while they are transfer the trust, professional as well as the confidence to customers, thence the loyalty and trust are built in customer about the company.</p> <p>_Customer's happiness or unhappiness is strongly affected by employee behaviors (Emery & Fredendall 2002).</p> <p>_Customer satisfaction is strongly affected by the restaurant's employees and functional services which are provided by the restaurants (Alhelalata, Habiballaha & Twaissi 2017).</p>
Tangibles	<p>_It consists of the appearance, facilities quality, equipment, and communication channels.</p> <p>_This dimension is the measurement of the branding process, and it is the first impression of customers about the company, therefore, it is important that the organization focuses on this dimension.</p>
Empathy	<p>_This dimension is important connection between the company and its customers. In the term of satisfaction, It creates the positive feeling for customers when their feedback is considered by the company and they are really serious improve the services based on customer feedbacks.</p> <p>_In addition, the connection between customer and the company can create positive position in competition market.</p>
Responsiveness	<p>_Customer service is one of the factors to make the company different with each other, especially in hospitality industry. The organization should recognize and solve the problems which are related to customer such as complaints, questions etc.</p> <p>_Responsiveness is the way to display the professional of the organization.</p> <p>_Moreover, customer's feedback can help the company improve the service or product and transform to meet the requirement of customers.</p>

Several scholars have vehemently contested the SERVQUAL instrument in recent years. This argument is based on the concept that the distinction between service quality and satisfaction stems from personal experience with the service. In other words, consumer satisfaction judgments necessitate that consumers experience the benefit in opposition to what is stated in the SERVQUAL, so that service quality becomes a global judgment, similar to attitude, and can be developed without personal experience. (Almomani 2017, 18). According to Ladhari (2009), several research studies have found that the five service quality characteristics only apply to some service businesses. According to Richard and Allaway (1993), using a single variable to measure service quality is "misspecified" and fails to predict consumer purchasing behavior.

Despite its limitations, SERVQUAL has been widely embraced by management practitioners and academics to measure service quality in a variety of service industries across the globe: Healthcare (Kaushal, 2016; Kilbourne et al., 2004; Boshoff and Gray, 2004); Retail (Finn and Lamb, 1991); Information services (Pitt et al., 1995); Banking (Guo et al., 2008; Mels et al., 1997); Hotels (Chen and Li, 2017); Telecommunications are examples of these sectors (Leisn and Vance, 2001; Alnsour et al., 2014; van Der Wal et al., 2002). These studies were done in multiple nations, including the United Kingdom, the United States, China, South Africa, India, Taiwan, and Germany. They approved the reliability and validity of SERVQUAL in various sectors and countries. (Almomani 2017, 19).

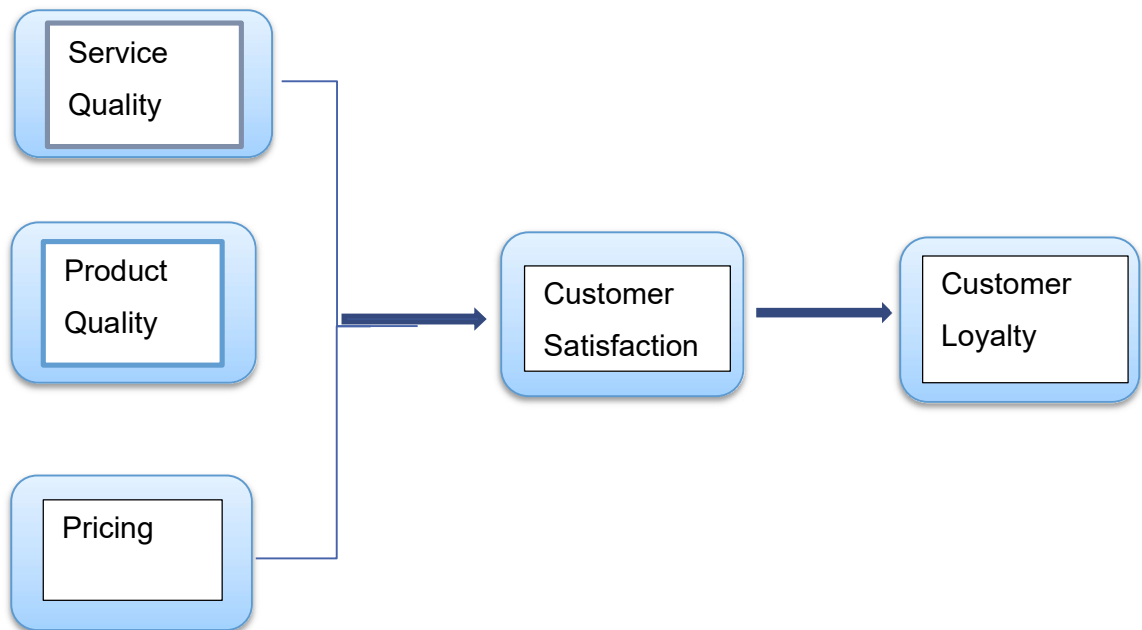
4.2.4 The Importance of Quality Service in The Restaurant Business

Hotels, banks, taxis, buses, educational institutions, travel agencies, and other service sectors are only a few examples of the many service sectors that offer different services. Many for-profit and nonprofit organizations are active in providing various services today, either directly or indirectly, to meet the demands of a cutthroat market. Effective services have become a component of every business in the modern era. Additionally, as the competitiveness of the market grows, service quality has become increasingly crucial for all service-oriented businesses to survive. Since their entire business model revolves around selling

goods and services, manufacturing and service-oriented companies focus on providing high-quality customer service (Budhathoki 2018, 14.)

The company's personnel interactions with the consumer determine the level of service that is provided. Staff attitude must be consistent to avoid the service chain from breaking at the weakest link. According to Horovitz (2000), the length and frequency of customer interactions make it possible to guarantee a constant level of service excellence. The following figure (figure 11) will show that in Zeithaml, Parasuraman, and Berry study in 199, service quality is one of the three factors affecting customer satisfaction in almost all industries.

Figure 14. Perception of Customer about Customer Satisfaction and Service Quality (Zeithaml, Parasuraman & Berry 1990)



4.3 Customer Satisfaction

4.3.1 Definition

Definition of customer satisfaction has been defined in several ways. Customers are the main factor for the company's survival, and satisfying customers can be the primary mission for any company, any industry, especially in the hospitality

industry. According to Kotler and Keller, customer satisfaction is defined as a “person’s feeling of pleasure or disappointment which resulted from comparing a product’s perceived performance or outcome against his/her expectation” (Kotler & Keller 2012, 144.)

In addition, customer satisfaction is the level of customer pleasure through services/products performance (Santouridis & Trivellas 2010, 330-340). According to Hui and Zheng (2010, 306), satisfaction is also a tool to measure the quality of the products based on customers' ratings about the products/services. The customer satisfaction rate is critical in business, it not only shows the customer's demands but also displays the business's strengths and weaknesses (Karki & Panthi 2018).

According to Deng et al (2009, 289), customer satisfaction is a critical component of the business setup because it generates significant revenue from the industry when the customer is satisfied with the services provided. Customer satisfaction is defined as the customer's purchasing behavior and the utility they obtain from the product. Based on customer satisfaction, customer’s expectations are evaluated in terms of whether they are satisfied or dissatisfied with the quality of goods or services.

Restaurant quality is inextricably linked to client satisfaction expectations. If restaurants operate well and provide a positive experience for their clients, they are more likely to be satisfied (Harrington et al 2011, 433). Harrington et al (2011, 437) It is also recommended that restaurants gain a better understanding of their customer’s expectations in order to attain customer satisfaction. According to Hussain (2013, 57), consumers tend to connect closer with the brand when their needs are met, or they feel pleasure in products/services performance. Through the same research, Hussain (2013, 58) also mentioned that customer satisfaction is the tool to keep the relationship between the company and customers because consumers will tend to switch to other brands in the same industry if they are not satisfied.

4.3.2 The Importance of Customer Satisfaction.

Customer satisfaction is a perfect measurement tool for customers' perception of products and services. Additionally, this element allows business stakeholders to be aware of the advantages and disadvantages of their products and services and potential threats and business possibilities in the market (Budhathoki 2018,14.)

Customer satisfaction is also a tool to define the demands of customers and the way of consumption. The company can make a marketing plan suitable to the customer's habits and create new services or products to meet customers' demands. Customer satisfaction plays an essential role as it contributes valuable information for the company to survive and locate in a better place in the market (Budhathoki 2018, 14). Customer satisfaction is a reflection of their excellent comments. It is a tool for judging a product's or service's qualities about how well they fit with the consumer's expectations (Zeithaml, Gremler & Bitner 2006, 208-218.)

However, the value of customer happiness extends beyond retention; it is also about improving a corporation in general. Understanding how your customers feel about their experiences with your brand is the most effective means of identifying flaws and places for improvement. Customer feedback is precious, and you know you need to take action if satisfaction levels are low. Monitoring client happiness by engaging with them and obtaining honest, precise feedback will help you figure out precisely what you can do to improve things. Positive customer satisfaction, on the other hand, assists you in identifying your capabilities, which you can then focus on to support future growth. (Zeithaml, Gremler & Bitner 2006, 208-218.)

5 METHODOLOGIES

5.1 Thesis Process

Essentially, the quality of hotel restaurants is seen as an important factor in getting a competitive advantage in today's industry. The author first observes the existing quality situation at the hotel during a visit and training time at the hotel. Numerous important theories on the themes were researched in order to gain a full understanding of the knowledge regarding hotel restaurant quality. The theories were eventually used to create the semi-structured interview and to provide recommendations for the Scandic Rovaniemi City hotel.

Table 5. Thesis Process

<i>Period of time (2022)</i>	Task
<i>January</i>	Commissioner, topic research
<i>February</i>	Proposal decided
<i>March</i>	
<i>April</i>	Drafting the outline and template of the thesis
<i>May</i>	Choosing the methods
<i>June</i>	Gathering the materials
<i>July</i>	Farming and starting write the theory parts
<i>August</i>	
<i>September</i>	Finishing the methodology
<i>October</i>	Conducting the interview Analysis the results
<i>November</i>	Submitting the preliminary version Adding changes and polishing the final report Thesis presentation

5.2 Qualitative Research

5.2.1 Qualitative Methodology

The qualitative technique is chosen as the effective research method based on the thesis's critical inquiry. For the research issue, the research approach emphasizing in-depth dimensions rather than statistical aspects appears more practical (Greener 2008, 80). The qualitative method assists the researcher in gathering more extensive data that addresses all aspects of the study questions (Barbour 2008, 11). Furthermore, because the qualitative technique is an iterative process, the research will generate new explanations and hypotheses that will influence the outcomes (Barbour 2008, 31.)

Moreover, the concept that persons personally involved in a given issue are best equipped to describe and explain their opinions, experiences, or feelings in their terms and without being too confined by the framework imposed by the researcher underpins qualitative research (Veal 2006, 193). The qualitative technique is appropriate for research primarily concerned with respondents' individual opinions or attitudes (Mason 2014, 157). Interviews are an essential source of information in qualitative research. This kind of data collection aids the study's conductor in correctly understanding the difficulties. Due to cultural differences, although speaking the same language, the interview is a process that requires much preparation (Qu & Dumay 2011).

The qualitative methodology is an "interpretative" approach that aids in gaining a comprehensive understanding of a given topic by utilizing the participants' subjective experiences. Furthermore, by actively participating in the research process, the researcher can construct abstracts, concepts, hypotheses, or theories. (Palmer and Bolderstone 2006), 16; (Hogan, Dolan, and Donnelly 2011), 9.) In this scenario, qualitative research produces descriptive data, which are people's written or spoken words and observable behavior (Taylor, Bogdan & DeVault 2015, 18). It would enable the researcher to obtain in-depth knowledge about the topic and the brand's current status to attain the finest results. More

focus is placed on the high and rich quality of the sent message than on the quantity (Hogan et al. 2011, 9.)

5.2.2 Semi-Structured Interview

For data gathering in this thesis, the author employs a semi-structured interview. Because they allow interviewers to express their thoughts and opinions, open-ended questions are the most typically utilized in the interview framework. The interviewer will use this strategy to create opportunities to broaden the topic beyond the first questions. Furthermore, the interviewer should construct the conversation so that both participants can express spontaneous and unanticipated ideas rather than giving strict replies. (Barbour 2008.)

A semi-structured interview is a hybrid - there are carefully articulated questions; nevertheless, an interviewer may depart from the planned questions if an unexpected discussion point is deemed relevant and helpful to the research (Bell 1999, as cited in Do 2020, 39.)

For data gathering in this thesis, the author employs a semi-structured interview. The interviews are conducted one at a time. Because they allow interviewees to express their views and opinions, openended questions are the most commonly utilized in the interview framework. The interviewer will create opportunities to broaden the topic beyond the first questions by employing this strategy. Furthermore, the interviewer should construct the conversation so that both parties can express spontaneous and unanticipated ideas rather than providing strict replies. (Barbour 2008.)

5.2.3 Validity and Reliability

Despite the multiplicity of research methods, validity and reliability key judging criteria in validating the authenticity and trustworthiness of study conclusions. These criteria could be measured using literature resources and interview setups. Internal and external validity are used to assess the validity of research. Internal

validity is associated with theory research, but external validity is associated with interview structure. (Carter & Porter 2000, 29-30.)

The author maintains internal validity in this thesis by carefully selecting theoretical knowledge from reliable sources produced by well-known authors and scholars. Meanwhile, the interview procedure is used to assess the external reality. The theoretical framework and conversations between the interviewer and participants are used to construct the interview questions. The study data bank is derived from transcriptions of interview transcripts, which must be manageable, readable, learnable, and interpretable (Flick 2016, 281-356.)

6 RESEARCH RESULT

6.1 Data Collection

Data collecting is a critical component of any study design, and the capacity to achieve research objectives and answer research questions is dependent on the effectiveness of data gathering (Adams, Khan and Raeside 2014). There are various methods for collecting research data, but the researcher is solely responsible for selecting the method based on the research question, research approach, and research objectives. There are two sorts of data: primary data and secondary data, and data collection refers to gathering data for analysis and examination. Data gathering is essential for fulfilling research goals, testing presented hypotheses and confirming the study's accuracy.

In the report, there were two sources of secondary data, the first source was the customer's feedback on TripAdvisor, and the other one was the restaurant information on the hotel's main web page. While the customer's feedback was used to consider how the customer thinks about the restaurant's services, then the improvements have been developed, the restaurant information on the web page was used as the restaurant's foundation knowledge, and then the research recommends the developments based on the values of the restaurant.

Primary data is first-hand information on an individual that the researcher has obtained, either via interviews or observations, for qualitative (Bryman and Bell, 2011, 43). In this study, the interview was applied as the primary data. The interview was conducted through Teams meeting while the interviewees and the interviewer stayed in different locations. The interview duration was 50 to 60 minutes with the general hotel manager and F&B manager (See Appendix 1.) The questions were designed based on the foundation knowledge of three aspects that can affect o the quality of a hotel restaurant: the employee, the restaurant quality, and management methods.

6.2 Data Analysis – The Recommendations For Improvement at Scandic Hotel Rovaniemi

6.2.1 The Solutions for Employees

The employee is a crucial element for the company's development and the competitive working environment (Barney & Wright 1998; Ployhart, Nyberg, Reilly & Maltarich 2014). However, there was a huge affected of the Covid-19 pandemic on the world. When the COVID-19 epidemic was at its worst, most hotels around the globe experienced shocks and negative consequences like never before, and Scandic Rovaniemi Hotel is no exception.

According to Tammi, the hotel general manager, “during the Covid-19 pandemic, the number of employees at the hotel had been limited because of the restrictions, and many workers had quitted their job at the hotel.” Consequently, when the restriction had been removed, and the tourism situation became routine, there was a challenge for the restaurant with the work pressure. Customers write the most negative feedback about waiting time when they visit the restaurant, and the food has not been refilled on time when the restaurant opens buffet. Therefore, employee improvement is crucial to increase both the personnel count and service quality. This expedites the service process, makes it more professional, and prevents client complaints from occurring since their needs are unmet.

Additional staff members

“There are only about 20 people who work in restaurants currently, including managers, primary staff, and part-time workers. With only about five personnel and an average of 200–400 guests in the morning, such a number is insufficient to serve customers” (S1). As a result, Tammi and the author agreed that the restaurant needs to hire more workers while the tourism situation revived after the pandemic. The restaurant is missing several workers to guarantee service quality.

In addition, there are the opportunities for a trainee at the hotel in the future as they can become a future crew member at the hotel and plays a vital role in the organization, “We are always welcoming the trainee who might not have experience in the hospitality, but we consider that we always can learn from the new team members.” (S1). There must be advantages for students while they intern at the hotel because intern selection should follow a strict selection process comparable to that of official personnel to maintain uniformity. To provide consumers with the finest service possible, “seasonal staff must also be carefully chosen and given thorough training in skills, professionalism, and expertise.” (S1)

There must be a guarantee about the number of workers at the restaurant during the serving time. It is not only for the customer experience, but it also positively affects the working process of the worker, such as reducing pressure, creating an active working environment, and so on. So the solutions for employee quality are considered very carefully by the commissioner.

Improvement of the employee’s quality

- Recruitment

“We are trying to recruit as well as promote the restaurant worker before the busy season comes” (S1). However, Tammi and the author have the same suggestion that to improve the result of recruitment, when hiring new staff, “the hotel must closely screen for professional qualities, such as those who have completed hotel operations training courses, strong foreign language abilities, good communication skills, and a passion for the industry.”

In addition, the connection between the hotel and the employment third party is also essential for recruitment. “Now we have cooperated with only Staffpoint in all of the issues about recruitment, but we are planning to open wider this object in the future.” (S1). Moreover, the author also gave the idea, and it is agreed by both the hotel manager as well as F&B manager, that “they should set the goals and requirements about a worker in the contract with employment parties” therefore, the hotel will not waste time for choosing worker as well as the training process.

- Language training

Rovaniemi is known as an international destination in the world, especially in the winter season. Therefore, third language skills can be a positive competition for the organization and workers. According to visitfindland, there are five years continuously the number of overnight stay from foreigners over 5 million per year, even the affection of Covid-19 situation. There are English classes in almost training program at vocational school that provides the schedule of training receptionist or restaurant staff. However, it is always better than when the working place creates a chance to let their workers continue practicing English day after day. "We are international chain hotels and always encourage our team members to practice English in the working environment." (S1) As the author discussed with Tammi and Niina about the English class for the team members at the hotel to improve the language level of employees, "It is a great idea that Scandic can open the English class for the employees, depends on the season, it can be two days per week on high season and three days per week on low season" (S1 & S2). In addition, "it is essential for the communication at the kitchen during the working process, so English plays an essential role for the communication between Finnish workers and international workers." (S2). Moreover, it is more popular nowadays that the employee can speak a third language besides English and Finish.

According to Stat.fi, the United States has the largest number of tourists; besides that, the number of tourists from Germany, Spain, and some Asia countries such as China, Japan, and India has surprisingly increased in the last five years. Moreover, the communication between employees and customers can positively affect customers' experiences (Webster & Sundaram 2009; Wu & Liang 2005). Thus, the third language can create an advantage in the competition for the hotel. At the same time, customers do not need to worry about the language barrier when visiting non-English speakers like in Finland.

6.2.2 The Solutions for Restaurant Quality

These restaurants have been newly established since 2017, just before the pandemic. Therefore, those need more variety in the menu as well as the content

of the restaurant. There is a repetition of the menu and the concept of decoration between almost all restaurants in Rovaniemi and Finland. "There are many of the same food options in the Rovaniemi area." (S1). In addition, sustainability is an essential factor affecting almost every industry nowadays, affecting the hospitality industry as well. "Sustainability is also an important responsible at the hotel in the hotel business process, and it is more considered in the future plan." (S1).

Variety of food options

There are repetitions about the breakfast menu daily and the a la carte menu. It dues to the boring food option for customers who want to visit the restaurant another time. "They are trying to upgrade the quality of breakfast at the hotel because it is significant to all their guests" (S1). In addition, the F&B manager also mentioned that "the restaurant can change the menu every week or even after two weeks, it can create the curiosity of customers and encourage them to come again to visit the restaurant." (S2).

The restaurant bar needs to be considered more as well. Currently, there is only a simple wine option for the customer. It needs drinks with attractive decorations or plays the restaurant's unique value. "The restaurant bar will be more considered for development in the future, while the current situation at the hotel is normal after the pandemic." (S2). The author also recommended that "there can be a bartender who performs skills and share with the customers about alcohol knowledge and give them a new experience at the restaurant."

To avoid consumers becoming tired while using the restaurant's products again while maintaining the restaurant's identity and unique flavor, the restaurant must process new and memorable meals in addition to the dishes currently on the menu. When a product is in low supply, the restaurant must quickly substitute another product to satisfy customers' demands, ensuring the restaurant can run continuously. In addition, the various options for drinks or attractive decoration at the bar area can be a plus advantage in the restaurant market for the restuarnat.

Restaurant sustainability

Due to the lack of a uniform definition of sustainability across the sector, restaurant workers view sustainability as a complex topic that many need help understanding (Hall & Gosling 2013). According to Jang (2017), restaurant sustainability is a method of running a business that emphasizes ethical behavior when preparing meals and considers economic, social, and environmental objectives. “The staffs and chefs play an important role in maintaining the restaurant’s sustainability.” (S1). The chefs can improve the menu with more vegetable options and less consumption of meat, in addition, vegetarians are becoming a trending cuisine nowadays. The product needs to guarantee that it has enough the nutrient factors, such as protein, starch, and fiber, however, the restaurant can reduce the amount of meat and add vegetables to the food. It affects the animal welfare system and improves customers’ health. Moreover, the author and the commissioner also discussed during the interview that “the chefs can design the size of the food’s portion, depending on how the customer looks like, which can reduce the food waste while the customer sometimes cannot finish their food.” (S1 & S2). “Food waste is one of the huge problems of the restaurant business, it affects the business income statement as well as the environment.” (S1)

The next factor that can affect restaurant sustainability is storage and preservation practices. Human history and food culture have been impacted by food storage and preservation techniques, however, this topic needs to receive more attention from a sustainability point of view (Hammond et al 2015). Food storage is connected to waste management and food procurement, which are essential to a restaurant's sustainability (Baldwin et al 2010). Inadequate planning results in overproduction and purchase, which causes food waste. This has an impact on restaurant sustainability and cost management. The human mistake also contributes to the failure of the food production process (Mackenzie et al 2011; Iomaire, Afifi & Healy 2021). It requires high experience from the restaurant's head chef to avoid food waste in storage. Keeping inventory to a minimum is one method of preventing waste (Carrillo, Marshall, Wellton & Jonsson 2021). This is accomplished by promoting variety and fresh items through judicious food shopping, menu planning, and forecasting. According to

Niina, “the storage and inventory situation can be much better if the delivery schedule can be set, for example, two-three times per week to avoid materials that are not fresh or get damaged in the storage, especially the vegetables.”

Sustainability is becoming a trend nowadays, and it is affecting all industries in the world. As the Nordic business, sustainability is always playing an important role at the Scandic hotel (S1). Therefore the solutions which the author and commissioner discussed are strongly agreed upon by the commissioner’s party.

6.2.3 The Solution for Management Methods

In the restaurant business, employees are the critical factor for the success of Scandic’s restaurant. It is firmly significant to motivate the passion of the employees and let them know how important they are to the company, “it is important to make the employees feel that they are valuable at the hotel.” (S1). However, according to the author's observation, there is a lack of motivation in Scandic hotels and restaurants. It dues to the consequence that the employees can be lost the motivation of work. “There is not much opportunity to organize the orientation day at the hotel for the new team members” (S2). Therefore, it dues to the lacking knowledge and value of the hotel in the new workers, and it is not suitable for the developemnt career in the future.

Orientation Day

The process of acclimating recently hired employees to their new job is known as employee orientation. It gives staff members the fundamental organizational knowledge they require to feel ready for their new team, division, and position within the firm. “It is important that the new workers understand the hotel’s vision, mission, and values during the orientation day” (S1). They make workers aware of corporate expectations and standards via practical employee orientation. Orientation day is a chance for the organization to show off its values and how they want the new workers to keep and display those to the customers in the future, “the orientation day is also a good start for the preparation” (S1).

Scandic is a huge organization, therefore, the values of the company are considered the most important things as well as define how is the company business. New employee orientation aims to welcome new hires to the company, provide vital information about the organization's policies and culture, and acquaint them with their new workplace (Bamboohr 2022). Therefore, the orientation day is an essential step in the beginning, it will affect the result of the whole working journey of the employee. In addition, orientation can have a positive effect on the attitudes of the employee. At the same time, they can feel they are showing the company's values and are more responsible for the work. Moreover, the improvement plan can be introduced on the orientation day also. The truth is that the worker will have more motivation to work when they know what the goal of working is and what they can achieve at work in the future, therefore, an improvement plan can bring a positive feeling to the employees and definitely, it is excellent for the improvement of working results.

In all industries, the orientation day is significant, and it is a critical factor affecting the working process of the worker in the future. Both the author and commissioner agreed that the orientation day should organize for all workers in the beginning. Therefore, they will know precisely the job description and how they can develop in this environment.

The relationship between team members

In the restaurant business, teamwork is the critical factor of the successful, while it requires a different process in the industry. "It is important to connect team members to insist on the importance of teamwork." (S1). Crew meeting can positively affect business results because it creates a relationship between employees, and it is also a chance for the employees to meet the management team and give feedback about work and improvement ideas. Therefore, "organizing crew meetings more frequently will be considered and deployed in the future." (S1).

In addition, leadership is also an essential factor in keeping the business running smoothly, especially during the busy season. "It will be a good idea that the

leadership can be set in every single station at work, then the leader can keep the control at work and divide the tasks among another member.” (S2). Moreover, in the restaurant business, the leader can be known as the person controlling the work at the workplace to keep the jobs done and deliver good energy to other workers. “Leading is an essential aspect” (S1). Therefore, the author and commissioner agreed that leadership should be set at work to control the working environment and bring positive results for the business.

Moreover, the hotel director can allow the employee to work across different stations. “It is essential that the workers work across departments to build a strong team.” (S1). It can help the worker learn about different tasks and understand how the work should be done. It also creates the opportunity to help the employee to know each other and create a positive atmosphere at working place while they can help with other tasks which are not their responsibility at work.

According to the commissioner, the relationship between team members is significant at the restaurant and strongly affects the business. It also helps the worker to become a part of a team and how they can contribute their values to the team process. Based on the interview, the solutions can be: setting the leadership at work, creating the chance for the cross-working department, and organizing the orientation day.

7 DISCUSSION

Initially, the focus of this research was giving recommendations to Scandic Rovaniemi City hotel to approach the improvement of quality service at the hotel. Service qualities are an essential factor and strongly affect the business. Thus, the objective of the thesis was to analyze the current situation regarding quality service at the restaurant and then propose recommendations for improving quality service at the hotel restaurants.

The qualitative research method, specifically a semi-structured interview, was used to successfully give suggestions for the improvement strategy in the Scandic Rovaniemi City hotel. This methodology and method produced the best results since it allowed the hotel's top executives to provide rich information on the current condition and projected future strategic direction. In line with the thesis's goal, using these approaches to validate the most appropriate improvement practices based on the management team's perception and vision is vital and necessary.

The result of the research shows that there are different improvement solutions the hotel can apply to the restaurant to develop the hotel restaurant's current situation. Two recommendations to improve employee quality at the hotel are increasing the number of workers and creating a language training period for the worker. In addition, there are also two recommendations for improving the restaurant's quality: diversified menu options and paying attention to sustainability. In terms of improvement for management methods, there are three recommendations that the author and commissioner discussed: setting the leadership at work, organizing the orientation day, and creating cross-working departments. In general, all of the recommendations aim to make better experiences for the customers who visit the hotel restaurants at Scandic Rovaniemi City hotel and plan the improvement plan for the restaurants that are pretty newly established and have been affected by the Covid-19 pandemic for a long time.

The research outcomes have fulfilled the objective of the thesis, answering the question of what solutions can improve the service quality at hotel restaurants. The final result also brings valueable outcome for the commissioner while they are planning for the developemnt of the hotel restaurants after the period of the Covid-19 pandemic. However, the author of this study focused on the restaurant quality through the vision of the hotel manager and the F&B manager. Therefore, future research can explore customer satisfaction, how to improve the customer experience at restaurants, the factor that affects the customers' loyalty, or the new marketing methods for the restaurant.

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APPENDICES

Appendix 1: Semi-Structured Interview Template

Theme	Questions
Hotel-Restaurant business	1/ What are the challenges and opportunities when there are two Scandic hotel at the same city?
	2/ How the Covid-19 pandemic affects to the hotel-restaurants business?
	3/ What are the roles of Bord and Atrium restaurants at Scandic Rovaniemi City hotel?
	4/ How those restaurant bring advantages competition for Scandic hotel on the market?
	5/ What is the different of restaurant experiences that Scandic brings to the customers with another restaurants?
	6/ The restaurants in the hotel have not known popular, even the local people, how you can solve the problem?
Restaurant Quality Improvement	7/ What is the plan for improving restaurant quality in the future? About food quality, restaurant decoration, addition service?
	8/ There is the repetition about food options between the restaurants in

	Rovaniemi, how the hotel-restaurant make the different experiences?
Employee Quality Improvement	9/ How you define the requirement about employee at Scandic hotel?
	10/ One of the key factors for restaurant service is employee, so is there any specific training program for new team members?
	11/ As I know, there is an opportunity for trainee at Scandic Rovaniemi, so what is the value they can bring to the hotel and how the hotel can train them?
Management Method Improvement	12/ Motivation is very important for working's results, how you manage and motivate work's passion?
	13/ Hotel-restaurant business is related to teamwork, how you connect the employee to each other?
	14/ The orientation day is important, how you manage the orientation day at the hotel?
Food Quality (F&B Manager)	15/ How Scandic restaurants is defined as difference with another restaurants in Rovaniemi?
	16/ What is the plan to make the variety option on the menu of restaurants?

Employee (F&B Manager)	17/ Employee is important factor of restaurant, what is the personality you require from the worker?
	18/ There is lacking number of worker after the pandemic, how you can manage and solve it?