HAAGA-HELIA
University of Applied Sciences

Who benefits from good service?

Maria Cervantes

Author or authors	Group or year of entry
Maria Cervantes	HOSBA10
Title of report	**Number of pages and appendices**
Who benefits from good service?	90+6
Teacher(s) or supervisor(s)	
Eija Kjelin	

This paper presents a research on the value of good service for front desk employees in high-end hotels in Helsinki city center. The main aim of the study is to establish the value of good service for employees, customers and the industry as well as its influence on the motives of employees to provide it.

The literature review chapter is divided into three main parts. The first subchapter gives an overview of the person's intrinsic value and his dependency on others. The second subchapter addresses the meaning of work as a service to the society and its significance for the self-actualization of the worker. Finally, the third subchapter handles the engagement of the employee on three different levels of motivation.

The methodology of the study was a qualitative analysis with an inductive approach. The research was carried out by un-structured open-ended interviews to front desk employees, with the aim of getting narratives of good service's instances. The data was analyzed with a combination of content analysis and a thematic approach of narrative analysis. Overall fifteen interviews were conducted during the July 2013.

The main finding in the study was that good service gives the possibility to the employee to give himself to others, to achieve self-actualization and satisfaction through it. This provides to the employee with a solid motive to render a good service, with all the positive consequences for the customer, the industry and the server himself. Additional research on the topic should be carried out in order to cover other types of hotels and job positions. Educational centers should be as well interested in providing knowledge to future hoteliers on the transcendental value of good service.

Keywords
Good service, Work, Self-actualization, Person, Engagement

Table of contents

1 Introduction

The service industry is growing quickly and steady. In Finland, it represents almost the 70% of the gross domestic product (Statistics Finland, 2012), which means that services support more than half of the country's economy. This is understandable since through services the human being meets his necessities. The society has been developing in many aspects. Through businesses and service companies, people are able to cover their needs. Every day people go to work, through it, they serve others and help them to meet their needs while they receive money to cover their own needs as well.

These ideas bring some questions to mind. Is there a deeper meaning than getting money and making business when providing services to other people? Does service have consequences in people's lives? Service is the essence, the core, and the fundament of the hospitality industry. However, it is not something that people could touch with their hands, neither is it something to be defined as one specific activity. Actually, researchers and industry professionals consider service as an intangible product that could include diverse and countless amount of activities (Klaus & Maklan, 2007, 116). Each person perceives it in different ways, but everyone benefits from it and its consequences.

Much research has been done during several years about how to improve customer service in the industry and the impact that it has on the business. Researchers tackle the issue by giving operational solutions. They expose many ideas about employees' attitudes towards their work. It is not my intention to negatively criticize to past research. Besides, those approaches are important parts of the service. However, good service may be more than good employee's attitude and processes on an operational level as a means to make good and profitable businesses. What if service has a deep influence in a customer's life and even deeper in the person's life who is providing the service? Who benefit from good service? Would that have a strong, positive and long lasting impact on an employee's work? What is the real meaning and value of serving well? Moreover, what is the fundamental motor behind the operational solutions and

attitudes? These questions open up a path to research deeply the understanding of service.

1.1   Research problem and justification

In the business and academic world, these questions arise. During the Young Hotelier Submit 2013, hoteliers challenged the participants to look for new ways to make more attractive the overall image of the hospitality industry. The question pointed out how would people, including future hoteliers, be able to acknowledge the value of service? (Young Hotelier Submit, March 2013.) This together with the previous query caused the question of whether good service has a fundamental meaning or is it only a material transaction between two people? In this research, the author will establish the value of good service for an employee and the importance of its acknowledgment.

It is fundamental for an employee's motivation and satisfaction to realize whether the service that they render has an influence on another person's life, or is it just one more deal. The employee can provide better customer service if they know why it matters. It is not only attitude and operational solution. Moreover, good service stands on values full of meaning. This study aims to establish the benefits of good service empirically. More concretely, its aim is to establish the value of well-done service for the employee.

The main purpose of this study is to establish the value of well-done service for an employee. To be able to reach the aims, the author set three objectives. First of all, the research should establish, conceptually and empirically, the value of good service. The second objective is to find out the impact of good service to both customers and to employees. The importance of well-done service for the hospitality industry shall be as well remarked. Finally it is necessary to understand the principal motive for the employee to provide good service. The last objective connects the value of good service with the employee's understanding and practicing of good service in every day work.

A deeper examination of the human person is, therefore, a necessary foundation for determining what constitutes good service, which, in turn, will provide clear evidence for the thesis we propose: who benefits from good service. The research project is

based on a narrative analysis of interviews with servers in four of Helsinki's top-ranking hotels

1.2 Thesis structure

The first part of the study will open up the literature review divided into three sections. The first one refers to the intrinsic value of the person. The essence of the hospitality industry is service from one person to another, each one unique and with his own inner world. The author provides the definition of the person. In order to establish the value of service, the value of the human being, who he is and his qualities, has to be acknowledged. Together with referring to the importance and great aspirations of the human being, the chapter reveals the person's dependency on others and his limitations. The fulfillment of human needs makes a call for services and especially for the hospitality industry in an interdependent society. We will address the dependency of each individual, his impact on others people's lives and on the industry.

The second section explains the value that work has for every person. Through work, the human being can develop himself, reach self-actualization and become a better person, externally and internally. The possibility that every person has to develop can become a reality throughout every day actions. Through work the human being can achieve qualities. In the hospitality industry, each person can reach self-actualization through service.

Finally, the last section exposes the engagement of the person to the work. After establishing the intrinsic value of the service, it is important to acknowledge if good service and its impact on people's lives can be the primary motive for the employee. The anthropological model offered by Juan Antonio Perez Lopez explains three different levels of motivation. Following each level, an integral view of the causes and effects of work towards employees and society can be appreciated. The three levels that form part of the anthropological model are: mechanical scope, psychosocial scope and humanistic scope. (Perez 2002, 104; Serrano 2011, 232.) The acknowledgment of the benefits of good service to employees, customers and the industry should become a solid motivator.

Through the methodology chapter, the study aims to establish the value of a well-done service empirically. For this, a qualitative research was carried out. The data was collected through the means of in-depth interviews. The interview got narratives from instances that happened in the everyday work of employees, which illustrate good service. The samples were front desk employees working in boutiques or luxury hotels that are located in the city center of Helsinki. The data was analyzed with content analysis method in combination with thematic model of narrative analysis. A discussion of the value of good service, its process and the motive to carry it out arose.

The results of this research could have a strong impact on the server's disposition towards his everyday work. Companies, HR departments and hospitality-related educational centers may be interested as well. This work establishes the value of good service for employees, customers and the hospitality industry. The primary motor of well-done service, if any, as well as the picture of the present situation in Helsinki hospitality sector appears. The result, whether positive or negative, could help people to acknowledge the importance of their work, and produce changes towards it and their life.

1.3   Literature review

In this subchapter an introduction to the five most quoted authors in the literature review is provided. Each one of the authors contributes with different points of view of the topic. The result is a combination of the sciences of psychology, philosophy and business that give light to the hospitality industry. The authors are Chirinos, Csikszentmihalyi, Yepes, Chalmeta and Serrano.

Maria Pia Chirinos has a Ph.D. in Philosophy form the University of Navarra, Spain. Some of her research interests concentrate in anthropology and work, and the influence of hospitality towards culture and literature. (Social Trends Institute 2014; Piura University 2014.) Chirinos, through her articles and books, shows a keen interest in communicating the value of manual work and service to others.

Mihaly Csikszentmihalyi is currently a professor of psychology and management in the university of Claremont. He has a PhD by the University of Chicago and his current research line leans towards positive psychology. This includes areas of studies such as creativity, motivation, optimism and flow management. Csikszentmihalyi is also the founding co-director of the institute of Quality life research. (Claremont Graduate University, 2014.)

Ricardo Yepes Stork (1953 - 1996) was a researcher of the Institute of Family Science and a professor of Anthropology at the University of Navarra. He had a PhD on Philosophy and is the author of several books of philosophy and anthropology. Through his work, Yepes aimed to open a door to the person, so he can reach the greatness of his possibilities. He was firmly convinced, as shown in his publications, that the human being is a person, who is valuable and has a great possibility to invent and create. (Aranguren 2006.)

Gabriel Chalmeta has a Bachelor in Law from the University of Deusto in Bilbao and a PhD in Philosophy from the Pontifical University Urbaninana in Rome. He is a professor of ethics and social philosophy in the Pontifical University of the Holy Cross. He has published several works concerning the ethics of the person in society, political justice, freedom and the common good. In addition, Chalmeta has directed various doctoral theses in relation with social sciences, philosophy and politics. (Chalmeta 2003.)

German Serrano is the director of the executive MBA of INALDE Business School. Serrano has a PhD on organization management and culture. The thesis handled the topic of management skills and competencies and how they aid the person to be better. The motives of the work are as well addressed. His research interests are related with human behavior and management skills development. (Sabana University 2014; Navarra University 2014.)

2 Who benefits from good service?

In everyday life interaction between people is something common. People talk, live, share and take care of each other. In a working environment, employees work together in order to achieve common goals. When people interact with each other, relations can be built. The essence of the hospitality industry lies in the service that people give to one another. At the core there is an individual human being: one human being is relating to another one. When looking at it more closely we see that there are no longer employees, or customers, or any other category of people or even people, there is a person. A specific person, unique, that cannot be exchanged for another. In the case of the hospitality industry this means a unique person serving and a unique person receiving the service. Each time a service is rendered or received the peculiar characteristics of each of the persons engaged, create the result. In this thesis *"create"* and all its derivatives signify a new way of being of an already existing reality.

The beneficiaries of good service are found at all levels and occur both directly and indirectly. The direct beneficiaries include the customer, the server and the enterprise. Indirectly, also included, are the colleagues and at a third circle of beneficial influence, the families of all involved, who also partake of the benefits of the good service rendered or received.

Let us recapitulate at this juncture our basic tenant of the creative *person* to *person* interaction between server and customer: Each time a service is rendered or received the peculiar characteristics of each of the *persons engaged*, *create* the result. When applied to *good* service, the result impacts positively in the life of the server in an immediate and lasting way. The positive impact on the customer is also both immediate and lasting. The enterprise profits from a reinforcement of a positive image from which derive economic benefits. Since the positive image, more than just an image, is a reality that manifests itself in good service, satisfied customers and happy servers, colleagues also benefit from the positive work atmosphere that is created and/or maintained which in turn foments among colleagues to strive to render good service. Families of the server

benefit as well because the server brings home the joy of having rendered good service and the permanent disposition to serve others.

2.1   The intrinsic value of the person

Why does each person matter? Why is a person valuable? These questions may sound foolish or needless because the answer may be obvious. However, as mentioned above a deeper examination of *person* is necessary in order to establish a clear concept of *good service,* since good service is necessarily a *person* to *person* service and a service to the *persons* – who singly or collectively benefit from it.

The human being is born, lives, develops and perfects himself through his actions during his lifetime. From infancy to adulthood, profound transformations occur in him and around him - people, events, etc. also undergo change - , yet it is always unmistakably a question of the same person. There is a common human nature, which is concretely present in each human being The type of being proper to mankind is the person. This *personal humanness* is the mode that connects one human person with another, with all others. (Wojtyla 1979, 83.) *Person* makes direct reference to some*one*, as opposed to some*thing*. It is a *human* person. According to the Oxford dictionary of English (2010) personhood means "The quality or condition of being an individual person". *Personhood* specifies the core of what a human being is (Yepes 2003, 61; Wojtyla 1979, 83).

Each human person has his own inner, intimate world. Yepes (2003, 62) defines the inner world as "the inside the only the self knows, and where thoughts plans, ideas and desires are. It makes a person to he and not someone else". He experiences the need to manifest his interior world to others through dialogue and has the freedom to decide with whom he will enter into dialogue through words, gestures or actions (Sarmiento et al. 2006, 36). These characteristics are common to every person in a potential way and make each person unique. He cannot be someone else and someone else cannot be he. (Yepes 2003, 63.)

Every human being has the potentiality to know the world around him and the freedom to decide his own actions (Wojtyla 1979, 90). The *person* does not only follow instincts. He is open to the whole of reality and chooses among the possibilities open to him the course of his actions, assuming responsibility for his decisions and actions. It is through his intellect that man knows something as good, i.e. as desirable, and with his free will, he chooses a way to transform it into action. (Chalmeta 2003, 48; Yepes 2003, 25.) Thus, rationality and free will go together, enabling a person to know the good and to decide the aims of his life (Sarmiento et al. 2006, 338).

This intimate world is open to that person and hidden to the others. Each person is the sole possessor of this intimate *self*. This inner self is thus protected the others. By manifesting himself to another, the person takes of himself and gives it to the other (Yepes 2003, 63). On it is based for example, the fundamental right to privacy and respect that every human being has. The respect of the inner, intimate *self* also extends to respect of the right of others to choose where, how and to whom, they manifest their inner world (Sarmiento et al. 2006, 239). In the hospitality industry, this is evidenced by the fact that in a hotel, private rooms are available and people pay more in order to have a private room acknowledging in this way the value of privacy.

Each person can develop, expand and enrich his inner world through relation. It is also this inner world that gives rise to creativity. This intimate self is not static, but in constant motion. The person can open himself to the world and through relation, gives birth to something new: something new begins to exist in the world, something unedited. The need to manifest his inner *self* is connected with the obligation of respecting the inner self of others and its manifestation. Since the human being lives in society, the respect must be mutual. (Yepes 2003, 64.)

Sarmiento states that the human being is valuable always and in every place, no matter his condition, age or points of view; regardless of his state in life, race, and beliefs. The mere fact that it is a human life gives it value. A human being is perceived as *someone*. He has an identity as a personal subject. He is an I, which means that he is unique as he is and not the other. A person will be that same person during his whole existence.

Moreover, because he is valuable in himself, others may not utilize him for their own ends. (Sarmiento et al. 2006, 76)

The intrinsic value of the person lies precisely in the human being's personhood, in his being who he is. *Person* assumes personhood. The most important quality of being a person, the decisive one, comes from the inner world of each person and the unique and unrepeatable combination of this inner world with the particular attributes of each person (Chalmeta 2003, 32). The inner world of the person possesses two fundamental faculties, intellect and will, which make possible recognition of and relation to the other. The above characteristics are the same ones that constitute a person as such, and explain that the value of the human being comes from his condition as a *person*; his very being is *person*. (Yepes 2003, 61.)

Human freedom needs to be further examined since it is inseparable from service. Only freedom makes it possible for the human being to give himself to others and, as we will confirm in the following chapters, the very essence of good service is the gift of self. Human freedom resides in the will of the person. It is preceded by an act of the intellect. First, a person knows and then he decides on a course of action and subsequently carries out his decision. (Yepes 2003, 69.)

Although the human being is free, he has limitations. A student is free to travel wherever he wants but he cannot travel everywhere: time, availability of transport, food and lodging as well as the need of money constitute clear limitations. A person could also want to be at the same time in two geographically different places in the world and that is not possible, or to learn languages in the blink of an eye and that is equally impossible. Human freedom is not absolute. It is limited by time, abilities, nourishment, climate, relationships etc. (Llano 2002, 110; Chirinos 2009, 34). The limitations are both external, such as time, climate and internal, such as abilities, the circumstances in which he is born. A limitation, expressing itself as a need nourishment, shelter, socialization, acquisition of knowledge beyond personal experience, etc. creates dependency. At this juncture it is of interest merely to establish the fact that the human being is both free and at the same time dependent. Freedom and dependency will be further explored as

positive, enriching aspects of the human person as we proceed to deal with work, self-actualization and service. (Meirans, 4 Nov 2013.)

The human being is dependent on others. Far from being a deterrent, dependency on others through relation- opens the door of his superior faculties, intellect and forms his will (Chirinos, 2009, 7). Dependency on the world is an attribute of his human condition. Man is the most defenseless, the most vulnerable being, easily wounded in his inner and outer world. The human condition is one of extreme dependency. In all the things in which he is dependent, he is vulnerable. His need of relation to others is an integral, essential part of the development of the nonmaterial faculties of his inner, intimate self. Because human dependency is primarily in relation, it is interdependency (Meirans, 8 Nov 2013.)

Interdependency is reflected. A hotel can provide a glass of milk because there is a *chain* of dependencies of suppliers. It is not that common that the hotel has a cow beside the kitchen. Form the very beginning of human life we depend on others. One fundamental idea in business and marketing is precisely that customers have *needs* and the aim of the company is to fulfill them (Kotler & Armstrong, 2008, 42). Therefore, because the human being has limitations and he is not able to provide himself with everything that he needs, we can say every person is vulnerable (MacIntyre 2001, 4). Wherever a society is more developed, the human being is more vulnerable because he is more dependent on others. Human freedom assumes dependency, whereas it does not assume interdependency. The more he develops, the more dependent he becomes on others ways. This characteristic of the human being is one of the *causes* of hospitality industry, since everyone needs some sort of care and nourishment (Chirinos, 2007, 46).

Each person owes partially his own development and achievements to another one. Even more, Chirinos writes that people need others "in order to achieve their flourishment as human beings" (2007, 7). That relation between people materializes dependency in every day life (MacIntyre 2001, 7). Hospitality is a direct expression, a concrete answer and strong acceptance of the person's dependency and of people's willingness to fulfill others' needs (Soto-Bruna 206, 14).

Hospitality as an industry and its characteristics will be described further on; however, now it is remarkable how this industry deeply relies on the vulnerability and dependency of its customers. Because a traveler cannot provide himself a room where to spend the night in a strange city, he needs someone who provides that room for him. It is difficult to imagine in today's world, people who would be able to have their own apartments in every city where they travel. A second example refers to a hotel. The customers will always expect that there is a person who provides the service. Hotels expect to have customers who receive the service. We could actually say that in order for service to exist, there is a need to be a provider and a receiver. In other words, there should be someone in need and some one who meets that need (Clark 2002, 325; in Buford 2002, 325). It is the law of supply and demand. One part needs the other.

By understanding that freedom and dependency are not in contradiction with each other, a fundamental reality of the human person is appreciated. Dependency is not negative. What is negative is the dependency in the sense of addiction like drugs, alcohol, and tobacco. Those take away the freedom of the people while they are not crucial for the people to survive. (Llano 2002, 110.) However, the human being cannot live without nourishment, clothing, etc. These can be met through relation with other people, which is interdependency. To work with the sense of dependency transforms all work into service. The human being depends on others' work as others depend on his. There is mutual dependency, which makes the human being to form part of a society. (Chirinos 2009, 8.)

Every person lives in the world and relates constantly to others. For a relation to be positive, it needs to be one of mutual respect as both are persons and therefore valuable in themselves. (Sarmiento et al. 2006, 239; Meirans, 17 Apr 2014.) The above described and observed characteristics of a person permit us to conclude that the human being is an intricate and delicate personal being. Therefore he is in need of protection of his inner world as well as protection and care not only in his developmental process from infancy to adulthood but throughout his life.

2.2   Self-actualization in work

The following chapter of this study aims to define work and its role in the life of a person and of society. Concepts such as potentiality, act, and self-actualization will be defined for the purposes of this thesis. Their importance and connection with the hospitality industry will be underlined.

When carrying out actions a human being is *being* in different ways, he is actualizing each his own self. Actualization is defines as the transition form potency to act. It indicates a certain "*becoming* in the relative sense, that is to say, becoming on an already existing being and from within its inner structure". (Wojtyla 1979, 64.) Actualization comes from the word actualize which means, "make a reality"(Oxford 2013). When the person is acting, he is being. He has not only the potentiality of being but he is actually being now in a better or worse way on an effective level. With his acts, the person is achieving a positive or negative actualization since it is with every single small and sometimes even unnoticeable act that he is able to be in the way that he is at that moment. (Chirinos 2006, 130.)

At this point, the author would like to acknowledge the work of Maslow on motivational theories. They deal with self-actualization as a need of the human being. Maslow (1954, in Carr 2011, 23-24) maintains however that self-actualization is sought and achieved only "after the basic physical needs for food, shelter and safety" of the person are satisfied. In this research, the author will not refer to Maslow's theories. A philosophical point of view is taken. As it will be seen, the process of self-actualization happens and can be developed on a daily basis and through any activity.

Let us now analyze each part of the process of self-actualization. Potency and act are two important characteristics of every being, and therefore of every human being. The human being is *actual* because he *is*. In addition, the human being has potentiality of being, "which is the possibility of passing into being" (Stein 2009, 104). Every person has the potentiality to act (Chirinos 2006, 75). This means the potentiality of being through acts (Stein 2009, 105).

Potentiality does not mean that a person does not exist; rather it refers to his imperfection and possible future (Stein 2009, 105; Fernandez-Burillo 2005, 203). As every person is in fact, every one has as well the potentiality to be in a more perfect way. To have the potentiality means that the person is able to be in another way, that he is not yet (Fernandez-Burillo 2005, 203). The Oxford dictionary (2013) defines potentiality as "a power or a quality that exists and is capable of being developed". Moreover, every person is orientated to act and to reach that perfection. Let us put an example to clarify the concept. A fish and a high school student are not cooks. However, the student has the potentiality to become a cook, whereas the fish will never have it. (Fernandez-Burillo 2005, 203.) The same happens with the human being and his natural characteristics. Everyone has the same basic potentialities; however it is only through single acts that these can become a reality that actualizes the person (Chirinos 2006, 107).

It is understandable that the conquest of perfections is only possible if each person puts the necessary means to get them. A boy has the potentiality to read and learn management whether someone teaches him or not. He poses the potentiality. The human mind has many options of knowledge, however it is limited by external factors for example time. A student can desire to learn all the available knowledge for his future profession, but he needs the time, hard work and patience to acquire that knowledge. The person's acts either will seek to meet that need or not act. Nevertheless, his mind has the potentiality to learn. According to Aquino (in Chalmeta 2003, 33), "every rational person is infinite either actively or potentially."

Seen from another perspective, the human being can act, because he has potentiality. The act is the actualization of potentiality it is its fulfillment (Wojtyla 1979, 63). An act involves a whole process inside the person. One has to have knowledge and desire of the "product" of the action. A person needs to acknowledge a necessity. Then the person experiments the desire or the rejection towards the need. According to these passions, the person is able to intervene in a way or another. At work, employees would have goals and will try to reach them. (Chirinos 2006, 118; Fernandez-Burillo 2005,

203.) To quote one professor at Haaga-Helia, "nothing will happen if you don't make it happen" (Björkqvist, A. 16 Sep 2013).

The whole person is fully involved in an act. His intelligence, his will and his freedom will work together to either carry out a task or omit it. Chirinos (2006, 118) expressed that "While the process of an act occurs in every human being's action, it leaves a mark on the person who carries it out." When a person is carrying out an action, he is defining himself in a way or another. As Dante, quoted by Csikszentmihalyi (2003, 25) wrote: "Everything that is, desires to be. As we act, we unfold our being." The human being is eager to live, to expand himself and to be. Aristotle (in Chirinos 2006, 70) wrote: "to be is to live". From a reality with potentialities and through acts, a person manifests who he is. He is transforming himself into a better or worse being.

Because the human being has an interior world, he can make it grow through acts, by relating to others. Relating involves the sharing of oneself, giving and receiving indifferently from another. Thus the human being reaches his self-actualization through self-giving. It is a dialogue with another person with an intimate world, which makes the person's inner world grow. The actualization occurs through free decisions that become acts in countless different ways and that permit the person to take control of his life, to some degree. He becomes, in a better or worse way, what he is. (Chirinos 2006, 94; Gardner et al. 2001, 13.)

2.2.1 Work as a lasting value

At the present the 21st century is a work-centered one. Everyday activity is impregnated with words such as efficiency, progress, science, and technology. This perception of life is understandable since it is natural for the human being to work. Work is the human being's search to overcome his own fragility. It is an expression of his dependent being. Some authors even define the human being by adjectives that make a reference to his relation to work: *laboro centrico,* whereas others use the term *individual practitioner* (Gardner et al. 2001, 15, 21; Chirinos 2006, 13, 112).

What does work mean? According to the Oxford dictionary (2010) work is an "activity involving mental or physical effort done in order to achieve a result". Kahneman (2011, 41) describes mental work as purposeful activity "requiring attention, effort and concentration". According to Chirinos (2006, 75) "work is precisely an activity, a sum of many acts, with a purpose that the person carries out. From these definitions, we can conclude that work has a goal toward which man's mental and/or physical energies are directed. This is a joint effort of the personal qualities of intelligence, freewill. Thus the whole person is involved in what he is doing, when he carries out a task (Chirinos 2006, 16).

Thus it is possible to affirm that everyone is able to work because everyone interacts with his immediate environment and mentally can project beyond (Gardner et al. 2001, 13). The human being is open to the world. He human being finds in everything that surrounds him something relevant and acts according to it. (Chirinos 2006, 68.) He is immersed in a given time and location, in given circumstances. It is there that he has to be the one who he is, adapting the environment to his necessities. (Yepes el al. 2003, 72.) This is possible only because he understands his surrounding as an instrument through which he could reach his goals (Chirinos 2006, 54). Thus a person is not only an observer but he wants to take control of his life through his own decisions and acts, in one word through his work (Gardner et al. 2001, 13). Chirinos (2006, 116) states that, "the worker intervenes efficiently transforming the matter without creating it." He brings into existence something new, which did not exist before in that way. This is experienced, according to Wojtyla "in the person's calling the act into being out of himself and completing the unfinished reality of his own human being" (in Clark 2002, 326; Torelló 2003, 115).

At work, the human being has the capacity to actualize and to develop his inner world through the relations that he has with other people and with the world (Serrano 2011, 233; Solovjev 1988, in Chalmeta 2003, 32; Csikszentmihalyi 2003, 29). He is capable of learning through others' help and example. The everyday realities give an authentic content and meaning to his life (Gardner et al. 2001, 10). At work the person serves the society. Work is service (Termes, 1998). Chalmeta (2003, 32) further observes the

fact that the potentiality that a person possesses of acquiring perfections can lead to self-improvement, at least on theoretical ground. Thus, Chalmeta continues, the human being surpasses the human being, himself. Through relation, the person can acquire the perfections of those he knows and appreciates. Without the above relations, the person would be left alone, unable to develop himself or at least severely damaged.

The person is a relational being, who completes him through service, through work (Soto-Bruna 2006, 76; Chirinos 2006, 78). The person has a personal responsibility within community, which is called participation (Clark 2002, 326). Through his activities, the person is contributing to the well-being of others and improves society. Because the human being is personal, he can open himself to others and work towards his and others' good (Soto-Bruna 2006, 76).

Work is the place where a person spends the most of his time. It is also one of the places where he can become a more perfect or imperfect being, because it is there where he can decide to act with his full will in one way or another while serving others (Chirinos 2006, 127). If the work brings the person closer to good habits through good actions, harmony will arise and lead to a "personally fulfilling and socially rewarded life" (Gardner et al. 2001, 16). When executing freely some habits as a mature person, the employee is *being* more as a person. The person goes from potentiality to of the act being in a new way. Work is thus a means of perfection (Chirinos 2006, 83). Since the carrying out of a task requires a repetition of acts, work becomes a means to perfection as a human being. He is becoming *someone* in a more specific way. (Fernandez-Burillo 2005, 208.)

2.2.2 Developing identity through work

At work the person can achieve qualities (Fernandez-Burillo 2005, 238). Through his acts, the human being has three ownership possibilities on a rational level, which develops his identity; who he is. The first one is in a practical manner and it relates to basic needs. For example, people need to learn how to carry out a profession. It refers to issues that are more technical. The second one goes into a deeper underground and refers to the knowledge. For example, an employee can posses the theory of the hotel

management. Finally, the person can possess on an ethical ground. (Chirinos 2006, 125.) This refers to the possession of positive or negative habits, which become qualities (Fernandez-Burillo 2005, 238). For example, we call a person trustworthy, since he has shown throughout the repetition of trustworthy acts, that he possesses this quality. Those habits actualize the person in a way that informs him deeply. The person is able to grow his interior being and to transmit it to others. (Chirinos 2006, 126; Clark 2002, 325.)

The more a good habit is possessed through acts by the inner world of the person, the more his intimate self grows. This makes possible for the human being to posses more and to give more. Through his work, the person acquires qualities and he becomes capable of self giving and serving (Chirinos 2006, 126). In the following paragraphs, the different qualities that the person could achieve through work and more concretely through a service oriented industry such as hospitality will be discussed. The achievement of these qualities would lead to the person's self-actualization and development.

The first quality to be developed is the self as well as others recognition as a person (Csikszentmihalyi 2003, 29). When the human being works, he underlines his human condition, his being as an indigent. He needs others just like others need him. Medicine is an extraordinary means to cover human needs; on the other hand, food is considered an ordinary one. Through service to others, the employee is acknowledging and accepting his and the service receivers' condition as a person. (Chirinos 2006, 129.) He comprehends another person's needs and "tells" them, you are important, you are someone with a context, with an inner world and it is worthy to use my time to serve you. The recognition and comprehension while serving reveals the identical value of every person (Chalmeta 2003, 31). Through the service a dialogue arises between two intimate selves, in which each one recognizes the other (Yepes et al. 2003, 63).

The interior world can be manifest to others. If the person wishes to do so, he initiates a dialogue with another person or persons. This capacity to relate oneself with others is called intersubjectivity. (Sarmiento et al. 2006, 37.) The human being needs to have a dialogue with others. In order to talk, the person needs other people to listen. The dia-

log implies openness and enables a person to enrich himself while listening and enrich others by sharing. Even more, this faculty allows a face-to-face encounter with the other person, which shows the identity of the person. The intersubjectivity let the person to realize his own existence. He can acknowledge that he is he and he is not the other person. This happens through "the dialog with the not *me*, the encounter with the *you*." (Yepes 2003, 68.)

The dialog is the way that problems are fixed (Yepes 2003, 68). Communication is one skill that is fundamental for the human life in society. It is important for the good development of a company as well as for the success of events or business transactions. Good performance of the everyday activities in the hotel and in the case of conflict, managing and resolving it, depend on it (Jennifer & Jones 2011). Caring is a profound and important human value. It should be present in everybody's lives from the beginning to the end. This attitude requires the recognition of the person and one's capacity to relate to others. It stands on the idea that everyone is weary at some moments of his life. Also every human being can care about others and provide means that relieve their "misery". (Innerarity 2001, 109, in Chirinos 2006, 105; Soto-Bruna 2006, 13.) Once more, the double position of every person, as a subject and as an object of the action, his condition as a relational being becomes apparent (Clark 2002, 325). Through work a person cares about another one.

Together with initiatives and challenges, the person has the need for self-improvement. He can reach excellence in order to reach harmony, satisfaction and happiness (Csikszentmihalyi 2003, 33; Fernandez-Burillo 2005, 238). Through work, he can achieve strength of character. This comes along with struggling, and making the effort to give it all that the person has. At the end of each day, he should be able to say *I did everything I could*, even if the moment seemed difficult, challenging or even impossible. The reward would be a stable and robust fulfillment of the person happiness (Gardner et al. 2001, 249; Chirinos 2006, 100).

2.2.3 Hospitality industry

The hospitality industry serves the person directly. The service industry has a value and an influence on people's lives, which this study aims to establish. Service supports hospitality; furthermore, it is the essence of hospitality (Sturman et al. 2011, 6). Therefore this chapter will first describe what hospitality means. Then service will be defined and its influence towards people's life will be exposed.

The word *hospitality* comes from the Latin word *hostis,* which means an equal unknown person. Simultaneously it refers to a person in need for compensation (Benveniste 1973, 71; Sturman et al. 2011, 6). Chirinos and Benveniste (2007, 46; 1973, 76) agree that the hospitality comes form the old tradition of taking a stranger in to ones personal home and " treat him as an equal by providing the necessary means for survival". This would suggest that the person executing hospitality would be always in a good and privileged condition, in order to offer such a services. It would also show how both, the host and the guest are important and no one is inferior to the other one. They are just on different conditions. Even more, the host would be proud of being able to offer such a service to the guest and the guess would be thankful for the reception. The host would be hospitable and make the guest feel at home (Chirinos 2007, 46; Hanks 1989, 604, in Brotherton 1999, 167).

With the time, the phenomenon of hospitality has been changing and a more business-like concept has covered it. Brotherton (1999, 168) define hospitality as a "voluntary human exchange that is designed to enhance the mutual wellbeing of the parties concerned through the provision of accommodation and food or drink". Here, Brotherton is talking about an exchange. The person receiving the service should compensate in some economical way the service received. Somehow, it is the contrary than before in the old traditions, where being a guest in a house would not bind to any economical responsibility.

However, the fundament remains. The person *merits* receiving a service to enhance, ensure or facilitate his wellbeing. The importance of wellbeing for the person receiving the service is easily appreciated. No one will look for a hotel were wellbeing is denied.

No hotel would advertise itself as a non well being provider, and actually mean it. As well, it is noted that there should be a relation between people, the guest and the host (Fitzsimmons 2011, 214). It is a human and social activity that covers some basic physical needs of the person: food and a place where to stay. It provides as well fulfillment for some of the non-material needs of the person, such as protection to his intimate self. This is achieved through discretion from the hotel, and each one of his employees towards the customers. Service should not be noisy but rather silent and soft. (Meirans, 8 Nov 2013.)

From the definition of hospitality, it is remarkable how the hospitality industry is a mirror and enhancer at the same time of society and cultures. The services are directed to the people, to their cultures and to their likes. As Chirinos (2012, 117) points out, people create the culture and the ways of living. They transform the reality as they wish within their limits to cover their needs. It is not enough to provide some food to survive. Instead, hotels, managers and employees try to present the specific food in an esthetic way for the guests according to their likes and traditions. Hospitality is an indicator of culture and living manners, where techniques and arts are involved (Chirinos, 2012, 118).

A human being can use his intellect and design different ways of serving and providing the best to guests. By doing so, they also provide a sense of recognition to their guests. These manners talk about people and their relations. The hospitality industry is the industry of the people (Young Hotelier Summit 2013). Many authors such as Casse, Reuland, King, Hepple and Burguess (in Brotherton, 1999, 166) always include the human factor in their definition of hospitality. The industry is created by people and for people. Its value comes from the value of the person. Therefore, the person and good service to him are the essence of hospitality industry (Young Hotelier Summit 2013; Sturman el al. 2011, 7). It is important to understand the meaning of person in the philosophical sense to truly understand the hospitality and service industry. Hospitality is a direct expression, a concrete answer and strong acceptance of people's dependency and willingness to fulfill other persons' needs (Soto-Bruna 2006,14).

2.2.4 An Industry of Service

In this chapter, the concept of service will be approached. This includes its definition, its meaning for the person and factors that make it possible. Service is a fundamental characteristic of the person (Chirinos 2006, 130). In every work, a person serves another one and transforms the society.

Service is an activity that comes from the free and responsible election of providing a "good" to another person, either directly or indirectly, tangible or intangible and that improves the receiver and the server (Martinez 2006, 2; Bowie & Buttle 2011, 22; Soto-Bruna 2006,13). Precisely, because service is directed to a person, it is unique. It is given to that specific human being that is vulnerable and not to another one. This makes each service, and each part of the hospitality industry important and meaningful. The hospitality industry provides service in a more directly way to the human being by fulfilling some of his material and non-material necessities.

The human being is free and it is exactly this faculty, which makes him able to serve others (Barrio 1999, 9; Martinez 2006, 2, Torelló 2003, 115). Since every human person is free, every single person is able to posses his own self. Therefore he is also able to give a part or the totality of his own self to others in countless ways (Chirinos 2006, 127). Service needs the person's freedom. When a receptionist, for example, uses his knowledge to provide service to a customer of the hotel, he is giving a part of himself to the customer. That person is serving by giving his time, his attention, his knowledge, his experience, his kindness, patience, interest etc. to the other one. Because the human being is free, he is able to serve; he is able to give himself, partially or totally, to others without losing himself. No one can give what he does not have. Even more, the person's freedom gives an important note to the service. This differentiates service from servility. "The second is the caricature of the first one. Servility means the blind adhesion and subjection to the will of another person" (Eguíbar 2001, 59) whereas, service is the free "personal act, which is directed to another person and improves both, the one providing it and the one receiving it" (Soto-Bruna 2006, 13).

The service happens when some one contributes to other person's life by the realization of different actions (Martinez 2006, 2). The influence to the other person must be good and valuable. The employee has a great impact on the customer's life. However the impact affects also his own life in a deeper way. The life of the person serving takes the form of help and respect towards the good of the other person (Soto-Bruna, 2006, 13). It fosters the gift of self. The employee makes it possible for the customer to experience respect and protection. While providing this help to others, the employee develops some of his own qualities as a person. It gives him the opportunity to actualize himself and therefore, be happy (Serrano 2011, 233; Chirinos 2006, 130; Gardner 2001, 248; Csikszentmihalyi 2003, 29; Torelló 2003, 115). A hotel can, for example, provide a room with the necessary amenities. In addition, it also has private places where a person can be safe.

In the service industry intersubjectivity is put into practice almost at every moment. For service to be successful, an employee must be heedful of the other person. When intersubjectivity takes place, the employee identifies himself with another person, the customer. He should realize that both of them are valuable as a person and therefore the guest deserves a good service from him. If that were not the case, the service would be denied. Moreover, the service rendered, must be a good for that specific person; thus it is personal and therefore unique. However, if we look at service from the business point of view, it is obvious that, no one will purchase a service that is done badly or is unfavorable for him. The purchased product has always a "good" or value for the customer, it must be a good for the customer. (Reynolds & Gutman, 2009, 1; Fernandez-Burillo 2005, 238; Martinez 2006, 2.) In practice, hotels implement a customer-oriented marketing. The employee becomes fully aware of the influence that the concrete service is having on the customer's life and on his own. (Serrano 2011, 15.)

In work and even more notorious in the service industry, it can be appreciated the capacity that the human being has to give himself to others in countless ways: a service can be considered almost anything (Klaus & Maklan 2007, 117). Many times the variety of services and products depend on the intelligence and skills of the person. They could reach almost an infinite number. The human being is personal, he has his own

intimate self from which new ideas are born and developed. He transforms reality. It is proper of him to have initiative (Chirinos 2006, 61). People look for new challenges and ways to innovate (Marée, J. 15 Jan 2013). When there is a problem that needs a solution, an employee of a hotel, for example, will look the best way to arrange the necessary means to provide it. The person, through reason is able to find solutions and help others to meet their needs. Even better, he finds the solution on a human way. If a customer looks for a room where to spend the night, the receptionist will not give a corner of a room where others are. Instead, he will try to provide the best available room that meets the customer possibilities and needs. It is not simply providing shelter for someone, but it is providing it artistically, with creativity and conjugating the available resources and abilities (Chirinos 2006, 94). The material appreciations of initiative in the hospitality industry are all the different concepts of hotels that exist in today's market.

Creativity goes along with variety in the service since providers offer service in innumerable ways. Service could be almost anything that is provided by one person to another person, as long as it assists the person receiving it, whether he perceives it or not. Variety is evident in the hospitality industry. Different hotels offer different services that allocate each of them into a category. There is the famous budget hotel that offers only a bed to sleep. Sometimes, there are even strangers in the room. The other extreme is a luxurious five or even seven start hotel that provides its customers unlimited options of services. This variety can exist because the provider is a person. A person has the capacity of giving himself to others in as varied ways as the variety of his abilities and faculties (Martinez 2006, 2). The inner world of the person has the capacity to invent new ways of doing. A person is creative (Yepes 2006, 32). Service is a natural capacity of the human being. What is more, it is a way to express his different faculties and abilities. As a result, hospitality industry has a wide variety of services developed by people for people. Culture that "is the ideas, customs, and social behaviour of a particular people or society"(Oxford dictionary 2013) is as well a clear expression of this phenomenon. A person not only needs the right amount of food to live, but also the right kind of food that is cooked and presented in a certain way. (Chirinos 2010, 5.)

Life is a constant service to others because we are in a continuous interaction with others. It is natural for the human being to relate, to give himself, to help and to serve others. Man is a social being. In other words, persons are transcendental beings that go outside of themselves to interact with other people. Solitude, selfishness, extreme aloofness or indifference do not lead to happiness and self-actualization (Serrano 2011, 232; Chirinos 2006, 126; Gardner 2001, 248; Sarmiento et al. 2006, 37). In these terms, the famous quote of Tagore makes a lot of sense. It reads, "I slept and dreamt that life was joy. I awoke and saw that life was service. I acted and behold, service was joy". This is about seeking the meaning of our actions. Human being can find meaning only by going outside of him and examining the outside world including other persons (Frankl 1965, 170 in Serrano 2011, 233).

2.3   Engagement: good service as motivator and generator of benefits

Service is intrinsically good and positive, because it enhances the capacity of the person's self-giving, by serving another one. In hotels, service requires the server to look for the good of the other person. Through service the person is actualizing his most interior self. Otherwise, service would not be service and the server would not reach self-actualization, but vices. The person will not enhance his qualities but rather he will leave them as mere potency. The person will not grow his interior world, but he will reminds as a mediocre being. He would be no more than just an average quality. And the customer would not receive all the possible good and be satisfied.

Service has intrinsic value, however, it becomes a good service if it serves the person, develops both, the employee and the customer and transforms society. Service improves along with the presence of three types of human motivation. The combination of the intrinsic, extrinsic and transcendental motivation is exposed in the anthropological model. According to Csikszentmihalyi (2003, 57) extrinsic motivation refers to the expectation of some gain". On the other hand intrinsic motivation comes from the attractiveness of the work and the reward that it brings. Transcendental motivation comes from the consequences of a person's actions towards other person (Termes 1998). Let us have an understanding of the anthological model, followed by good service achievement.

24

Let us focus now on companies that for the purpose of our study are the service providers. A company is an organization of persons that fulfill certain needs of society. Its activities make an impact on the future of clients, suppliers and employees (Serrano 2011, 15). To evaluate a company as a provider of service the following question should be posed and answered: What is the company doing? How is the company doing it? For which reason is the company doing it? Companies have different management strategies. They are defined by the type of motives that the company and therefore the employees have. The motives to work are informed by the values of the company and its employees. For these values, the concept of the human being is crucial. (Serrano 2011, 225; Hill & Jones 2008, 29.) A company's motives and the underlying concept of the person will then configure in an organization its way of working, how managers and employees will conduct and do business, which managerial model they will use (Hill & Jones 2008, 30).

The anthropologic model sees the organization not only as a social entity but also as an enhancer of the values that gives to the company its reason to exist: Serving (Serrano 2011, 219). When service's values are not only a desire but also a constitution of reality for the persons that form the company at every level, from top to last, they become the strength of the business. Through those strengths, it is possible for the company and the employees to overcome all the challenges (Seligman 2011, 84). As Viktor Frankl (2004, 109) wrote "He who has a *why* to live for can bear almost any *how*".

The model refers to the quality of the person's motivation in three scopes. They ground on the necessities of the human being and show the motives that move the person to act in a specific way. And more importantly, each scope shows its concept of the person, on which the company fundaments their interests (López 2000, 116, in Serrano 2011, 234). The scopes that build the anthropological model are the mechanical scope, the psychosocial scope and the humanistic scope. The combination of these three assumes a complete vision of human motivation, which would be the principal reason to act (Serrano 2011, 14, 225; Seligman 2011, 232; Taylor 1996, in Chalmeta 2003, 32). Without any of them, motivation would be incomplete.
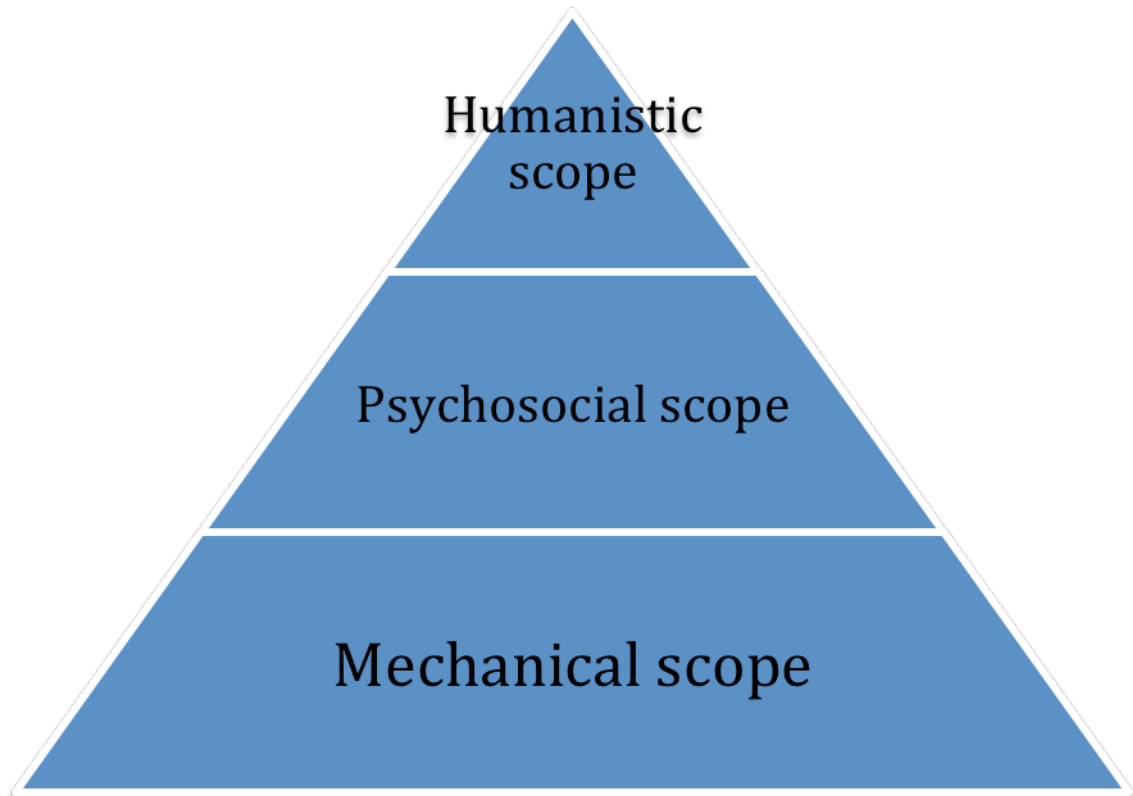
Figure 1. Anthropological model by Juan Antonio Perez Lopes (in Serrano 2011, 232)

The combination of the three scopes as the anthropological model suggest makes that the person not only carries out efficiently and with satisfaction his work, but also that he cooperates with his own initiative in the company and the society (Termes, 1998). Engagement is the "commitment to the server to provide good service, which in practice equals to put his entire person to the service of the client to the degree of assuming his situation and his difficulties as his own"(Meirans, 17 Apr 2014).

2.3.1   Mechanical scope

The mechanical scope is one of the most frequently used models through out the history of companies. It sees the organization as a technical system where the person is the means to reach the economical benefit. The most important goal in this scope is to reach the results efficiently. The working system of the company only follows formal procedures such as the processes to reach production without regarding the initiative or interest of the employee. Rules, processes and systems are the only path for deci-

sion-making. There is not a dynamic environment where the employees would be encouraged to develop new skills or knowledge (Serrano 2011, 227).

The mechanical scope can have one inconvenience. If it is isolated and taken until the last consequences, the employee would be only a tool to fulfill tasks (Bañares 1994, 21, in Serrano 2011, 228). For the employee, this means that his only motivation would be money or material benefits in exchange for work. In the long term, and in case there is a lack of another motive, the employee would not reach self-actualization and would lose interest on the work. The person would not be happy because he cannot be fully human with only material goods (Serrano 2011, 13; Seligman 2011, 28; Chalmeta 2003, 32).

It is important to point out that the formal aspects of the organization such as processes and regulations are fundamental for the good operation of all the activities. As Chirinos (2007, 47) explained, the production of well-being in the case of hospitality will always need a technique. Well-being for the person can be implemented with the help of routine and a systematic process. Customs even provide the necessary stability that every person need in life (Chirinos 2012, 179; Csikszentmihalyi 2003, 11). However, they are not the only means and they may not be taken to an extreme. Mechanical scope needs to be applied together with the psychosocial and humanistic scope (Termes 1998).

2.3.2   Psychosocial scope

In the anthropological model, the psychosocial scope considers the organization as a social entity, where the human factor is highly regarded. As seen in the figure 1 this scope is one step higher than the mechanical scope, because it takes into consideration the person as more than a tool. The person is not only one more material resource of the company, but he is someone with a context, a life and an inner world. An employee's personal development plays an important role in the organization's goal. According to Csikszentmihalyi (2003, 30) "the work place should enhance human growth and happiness". In the case that the organization does not contribute to the person's growth, it does not have sense of exist. The scope looks as well at informal aspects of

27

the organization, such as empathy, cooperation, employee's motivation and mutual help (Serrano 2011, 229; Csikszentmihalyi 2003, 35).

In addition to the extrinsic motives, this scope counts with intrinsic or personal motives. Internal motives have intrinsic motivation that creates satisfaction from an action (Serrano 2011, 13; Csikszentmihalyi 2003, 57). Work becomes attractive for an employee and provides stronger reasons for him to do it and do it well. The *how* of work, of a task, starts to be as important as its *what*. The motives are: a sense of achievement, challenge, security or learning (Serrano 2011, 229). This level of motivation looks for the person's satisfaction.

Work becomes a developer of strengths. Using his will and freedom, the employee puts effort in his work, which makes possible the achievement of competencies. Different actions will create the pleasure of having purpose and identity as well as developing new skills (Carr 2011, 31; Gardner et al. 2001, 248). These are ways of achieving satisfaction and therefore a good life (Peterson & Seligman 2004, 639, in Serrano 2011, 218). Besides satisfaction, a person experiences enjoyment, which is the sensible "experience of happiness in action". It also creates a feeling of enthusiasm related to the activity. A person is absorbed by a task and enters the flow of enjoyment. (Csikszentmihalyi 2003, 37.)

From the managers' point of view, this scope demands the capacity to understand the human psychology. They should be able to conjugate the employee's talents, abilities and motivation with the organization's goals. It is an understanding of the person, his motives and ways of thinking, as well as the organization's business, objectives and activities (Serrano 2011, 231).

However, the psychosocial scope by itself does not embrace the human motivation as a whole. It could happen that the result of using this model as the only one could be a mere list of attitudes that the employee should have towards work. Companies could misuse it and apply it as a mean to get profits and not because they value the employee as a person (Termes 1998). On the other hand, the person's nature is to seek interac-

tion with others and to give himself to other people (Chirinos 2006, 127). He can only be fulfilled and actualized if he goes outside himself to find other people. It happens in the hotel, through customer service. The psychosocial scope alone avoids addressing the emotional and affective needs and it could lead to individualism. It does not give other meaning to a person's act than himself (Serrano 2011, 9).

2.3.3 Humanistic scope

Each action of the human being has a meaning. Some of them are more crucial for life than others. However, all of them have an influence in a person's life. Both of the scopes above addresses different motives or satisfy different needs of the person, since each one has fundament on actions. The mechanical model proposes to satisfy the materials needs of the human being. The psychosocial scope offers personal satisfaction to the person. Even though these two scopes are undeniably important, they are incomplete by themselves. The humanistic scope wraps the human motivation and presupposes the mechanical and psychosocial scope. It is to only one that addresses the emotional needs of the person. Intersubjectivity plays an important role in the scope. The consequences of a person's actions to other people are crucial for actions' motives (Serrano 2011, 232).

The humanistic scope is founded on an anthropological view that states "We are not indifferent for the others, they appreciate us as people, they appreciate us as the way we are"(Serrano 2011, 232; Chalmeta 2003, 32). This is intersubjectivity. The human being is open to the world and to others (Chirinos 2006, 83). He needs to be acknowledged by others and to bestow such acknowledgment to the people around him (Sarmiento et al. 2006, 37). Human being has a personal responsibility within the community to participate and contribute to society and to others' lives (Wojtyla 1979, 326). According to Ch. Taylor (1996, in Chalmeta 2003, 32), the person would find his life meaningful only if "he exists, lives and acts in a world where history, nature's exigencies, people's necessities are essentially important". It is possible and necessary for a person to relate to others and affect the lives of others and vice versa.

The human being would be willing to participate and to contribute to society through service by trying to give his best (Wojtyla 1979, 326; Csikszentmihalyi 2003, 29). In doing so, he will be actualizing himself. In other words Viktor Frankl (2000, 101 in Serrano 2011, 233) expressed the idea in the following way: "it did not really matter what we expected from life, but rather what life expected from us." This is the deepest meaning of the transcendental motivation. Only transcendental motives can guide the actions towards the person full self-actualization, improvement and development. Because solely these motives reach the person's self-actualization through one of the person's most essential qualities, the possibility of self-giving, other's recognition and intersubjectivity. (Chirinos 2006, 130; Serrano 2011, 238; Sarmiento et al. 2006, 37; Chalmeta 2003, 31; Csikszentmihalyi 2003, 29; Yepes 2003, 68.)

The person will be self-actualized and highly motivated only to the extent that he cares what happens outside in the world and not only to what happens to himself, and that he has a value what to fight for. (Serrano 2011, 233; Chirinos 2006, 130; Gardner 2001, 248; Csikszentmihalyi 2003, 29; Torelló 2003, 115) Because the greatest and deepest value that a person has is the discovery of the existence and the value of another person. The discovery happens by the decisions' chain made in a rational way (Serrano 2011, 318). It is exactly acknowledgement that makes the person to put effort and give himself to others and to do what he has to do. Even though the action itself does not attract the person, there is the thought inside him that tells: it is important, it is worthwhile, and it involves a person. Then, each person by acknowledging his own worthiness as a person, and the importance of every other person would gain a *why* when working.

2.3.4   Good service through the anthropological model

The anthropological model is a unity; the three scopes are attached to each other in order to provide a complete human motivation. Good service is as well configured by the combination of efficiency, satisfaction and initiative to cooperate. The definitions of service according to Martinez (2006, 2) and Soto-Bruna (2006, 13) states that service is an act that provides a good to another person and that improves both, server and customer.

Good service includes three elements, which hold a relation with the three levels of motivation.

1. Act that provides a good. It relates to the production and quality on a mechanical scope.

2. Directed to another person. It relates to the humanistic scope that aids and influences another person.

3. Improving both. It relates to the psychosocial and humanistic scope, because the service aids the employee as well as the customer. The server gets the possibility to develop and grow as a person. And the customer gets a good out of the service.

In the case that the three elements are fulfilled, good service is achieved. Real, complete service is carried out.

On the mechanical scope, good service may aim for excellence by interplaying all the available resources to achieve the desired result. The employee should carry out the service until the end. In the case that it cannot be done so, he devote himself to do everything possible to achieve the task. If the transcendental motivation is present, the employee will produce a material or cultural good for the other person, which meets his needs. (Gardner et al. 2001, 16; Chalmeta 2003, 147; Csikszentmihalyi 2003, 33.) If good service is provided, it also promotes the well-being and the development of the employee, the society and the working environment through the psychosocial and humanistic scope. (Chirinos 2006,130; Serrano2011, 230.)

In the act of service, persons encounter and relate to each other. Each person has a rich inner world that encounters another, and chooses to manifest what he wants in the way that he wants it. The relation between people in service enables this manifestation. Good service is to look the other person in the eye, without intimidating or being rude, without staring or invading his intimate world. The employee manifests that the customer is valuable and that he is attending him. Gestures and language are other means through which two personal worlds interact. In this way, the service is motivated by transcendent motives. (Yepes 2006, 32; Serrano 2011, 232.)

Quality is an important aspect that the mechanical, psychosocial and humanistic models encourage. Quality enables the supplement of something good. The employee is satisfied when his service is quality service (Chalmeta 2033, 147). In order to achieve quality, the organization must design a system to provide quality service. A customer could judge whether quality service exists if it meets certain factors. Fitzsimmons (2011, 116) defined the quality factors and allocated them according five dimensions, which companies can follow. The first one, reliability, means that the service must be on time and consistence. The initiative to help the customer and to provide a fast service corresponds to responsiveness. The third dimension answers to the employee's ability to be trustworthy, courteous and knowledgeable of what he is doing. These result in empathy, personalized attention that customers receive. Finally, the quality should be tangible through the physical aspects of the environment. The first and the last dimensions are achieved on a mechanical scope. The other three dimensions result from the psychosocial scope. However, the employee would be motivated to put all the effort until the end of the service, only if he has transcendental motivation. The employee discovers the value of that persona and the worthiness of service (Termes 1998; Serrano 2011, 318).

In the hotel service, and especially in reception, the dialog between customer and employees forms an important part of the service. It has a deep impact on the everyday work of the employees as well as the customer service. Front line employees are the image of the company to the customers. When they communicate with ready-made sentences, the relation becomes a fake one. Instead, the natural, sincere and constant dialog between people is needed. This can happen only if each person thinks and develops it by himself. (Yepes 2003, 67; Serrano 2011, 231.) For this to happen, the employees need to be motivated intrinsically and transcendentally.

Everyone's freedom is shown when a good service is carried out by the employee and provided to the customer. It is not until the person decides to realize an action freely when the satisfaction of that action is produced (Chirinos 2006, 78). The employee has a complete freedom to decide with the reason to either provide a good service or an

unsatisfactory one. He possesses himself and can give himself to others through relation. Freely good service fulfills with satisfaction and actualizes the person. He is the one who decides to do it well by putting all his effort, mind and body for the good of the other person. Good service is a key factor in the process of self-actualization and a representation of the anthropological model.

Transcendental motivation is the main driving force of person-to-person service. Otherwise, it would not be service, because service is to provide a good to another person. Service itself is transcendental. The person opens himself to another one and cares about the other's personal needs. More over, without transcendental motivation hospitality industry, which relies one service, would become artificial and fake. However, it needs the help of the mechanical and psychosocial scope. The employee needs to acknowledge his and the other person's value to contribute to the society in a positive way. Acknowledging the input into other person's life and his value though a quality service and by putting all the means, makes the employee's self-actualization an active reality. Good service happens when the three scopes are presents.

3   Methodology

The following chapter describes the implemented methods for the research. A comparison between qualitative and quantitative method points out which one of these is more suitable for the research. The choosing of data collection and analysis methods are as well addressed. This lies fundamentally on the aim and objectives of the research.

The aim of this study is to establish the value of good service. This refers to the meaning and benefits of a good service for employees and for customers. The motivation that comes from serving a person is analyzed. As the objective is concerned with the meaning of the human activities, the author conducted a qualitative research (Hammersley 1992; in Silverman 2011, 3, Schwandt 2001, 213).

3.1   Qualitative research

According to Silverman (2011, 25) a qualitative research is proper for "questions that refer *what* and *how* of the actions". It aims to understand the "meaning of human actions" (Schwandt 2001, 213). Only after that, the research will answer the why of the actions. This type of research pays attention to the model that the author is using in order to understand a phenomenon (Silverman 2011, 17). Its purpose is the study and the understanding of social behavior. Through different methods, it will evaluate the meaning of it (Schwandt 2001, 214; Silverman 2011, 25).

On the other hand, quantitative research is "explaining the phenomena by collecting numerical data that are analyzed using mathematically based methods" (Aliaga and Gunderson 2000, in Muijs 2004,1). As we can see both types of research are aiming to understand a phenomena. However, quantitative research does it trough numerical data. The answers that this type of research would give are merely numerical. It will quantify data from samples and measure their views and opinions (Muijs 2004, 2). Normally when talking about Quantitative research, statistics are the method to analyze the data (Silverman 2011, 9; Muijs 2004, 3). Qualitative research goes into a deeper

understanding of the phenomenon. The method fits the study and the understanding of social behavior (Schwandt 2001, 214; Silverman 2011, 25). Therefore, it is suitable for the research's purpose.

Qualitative research refers to a variety of approaches to analyze and evaluate data through a variety of methods (Schwandt 2001, 214). For this research, the author uses content analysis and narrative analysis to analyze the data.

3.2   Sampling

Sampling selection affects the reliability of the research. The process normally has two general strategies to determinate the units to be analyzed further on in the qualitative research. These are the empirical strategy and the theoretical strategy (Smith 2000, 319, Research Dictionary 232). This research implements the theoretical strategy, which choses different sample units for their relevance to the research. Units shape a sampling convention, which are formed from elements such as geographical area, economical position or job description (Schwandt 2001, 232, Smith 2000, 320, Dictionary 233, Silverman 2011, 389).

In order to select the sample units relevantly, it is critical to establish a criterion. It has to answer why a specific hotel, employee and location are chosen (Silverman 2011, 388). In this research front desk employees from luxury or boutique hotels in Helsinki city center are the set criteria for the sample units. Since the primary aim of the study is to establish the value of well-done service, it would be convenient that the chosen units have high-service standards as their basis. In that way, the focus on service would be guaranteed.

Let us first have a look to the relevance of front desk employees to this research. Receptionists are constantly at the disposition of the customer. Receptions, in the chosen hotels, are open seven days a week, 24 hours a day. At any time that the customer needs something, they are ready to aid. In addition, receptionists provide a face-to-face service to the customer. All these make more favorable data collection, since good service instances will be more common and natural. At the beginning of the process of

units' selection, samples would have included broader types of employees such as housekeepers, waitresses, and bellboys. However, in order to make a deeper analysis of the interviews, the author needed to narrow down the types of job to only one. As explained above, the front desk employee could be a suitable one. The final decisive factor was availability. When contacting hotels, receptionists were the only ones, which were accessible for interviews.

The second criterion is luxury, design or boutique hotels in Helsinki city center. The common factor of these is a service-driven culture. In addition, these hotels are a representation of their type in Helsinki. The four chosen hotels are service-driven with high quality standards. They have customers who value and seek it. These factors were relevant for the aim of the research, since what would be otherwise a better hotel for a service research than one with service culture as its foundation. It ensures that employees have a service-driven background and can share their stories naturally during the interview. In that way, we were able to test whether their daily tasks really aimed to make customers feel comfortable through proper service and whether it mattered for them.

3.3   Data collection

Qualitative research relies on different methods to gather information, which form the core of the analysis (Marshall 2006, 97). Its four major methods used are observation, analyzing texts, documents and images, interviews, recording and transcribing naturally occurring interaction (Silverman 2011, 55). The primary data collection for this research came from unstructured open-ended interviews with the aim of getting narratives. These good service instants were narrated by the interviewees and recorded by the interviewer. Four different hotels participated in the research. A total of one trial interview and fourteen interviews comprised the data.

For this research, own data collection was used. This was a complicated process where a large amount of information was acquired. Without the right procedure, important data could have been omitted and ignored. However, the process ran structurally, orderly and was properly recorded. In this section, the process will be further explained.

To open the methods, narratives are stories that can be collected from interviews (Sandelowski 1991, 162; Silverman 2011,75). Through these stories, the interior world of the people opens and revels to listeners (Esin 2011, 93). Narratives are a way through which researchers can get the knowing of others into telling. That is why they are frameworked to understand the human being and conceptualize the interview (Sandelowski 1991, 162).

The reconstruction of happenings and their meaning is possible through narratives. They are real-life stories that can help to understand the value of good service and the cause of providing it to the customers. Trough experiences, meaning is found (Esin 2011, 93; Sandelowski 1991, 162). Therefore when the employee narrates good service instances, the value and meaning of good service is found, which is a direct aim of this thesis. Through the interviews, the narrator got the possibility to manifest their inner world. It enabled the researcher to reach an understanding of that person and his motives (Sandelowski 1991, 163; Esin 2011, 95).

The first step in the data collection consisted of developing the interview's outline. An unstructured open-ended interview is a "conversation with a purpose" (Kahn and Cannell 1957, 149 in Marshal 2006, 101). Because of the intention of the research, the interviewer asked the interviewer about narratives in which he had provided a good service. For this an outline was prepared for a trial interview, which can be reviewed in attachment 1. It has four stages. In the beginning, the interviewer gave a brief explanation of the study including the aims and the dynamics of the interview. Then, the employee was asked to relate an instance where he would have provided a good service. A second story of a good service instance followed. Finally, the last instance, which was asked, was a difficult or negative situation where despite customer dissatisfaction or obstacles to provide the service, the employee would have provided a good service. The trial interview succeeded. Later, the analysis included also the trial interview, because it met the requirements.

To contact the hotels, the researcher send an email to hotel managers or owners, depending on the case, explaining the aims of the investigation and asking for interviews with some members of their staff. An example of the email is in attachment 2. The letter specifies that the interviewer's targets were receptionists, housekeepers and waitresses. However, for the reasons explained above in the sampling section, the interviews were carried out only with front office employees. From all the fifteen interviews, employees were randomly chosen resulting in 13 women and two men.

The interviews took place during the summer 2013, during two different weeks. The first round began during week 27 and the second during week 30. One last interview took place during the week 36. Twelve of the interviews were conducted in Finnish and three in English. During August 2013, a transcription of all of the 15 interviews took place consisting of 58 pages. Finally, the data was prepared for its analysis.

Trying to get stories from the interviewees was challenging. The person interviewed fell a few times into telling general examples of common situations and avoiding specific stories of a concrete incident. Sometimes he had a blank moment where he did not remember any specific instance to narrate. However, during the interview, the interviewer encouraged the person to tell the story from the beginning to the end, including all the relevant details. This was possible by asking open and non-leading questions. At the same time, the interviewer almost did not intervene during the story telling and avoided interruptions. (Esin 2011, 98.) The interviewer allowed the interviewee, within the general topic, to frame and structure his responses as wished (Marshal 2006, 101).

3.4   Data analysis

The method utilized to analyze the data was content analysis in combination with a thematic model of narrative analysis. Content analysis is normally used to analyze "written, verbal or visual communication messages" (Cole 1988 in Elo & Kyngäs 2007,107). It helped to describe systematically and objectively the phenomenon of good service, as well as to test the theoretical question. Through the thematic model, the researcher was able to look for patterns and meaning produced in the data. (Esin

2011, 108.) Through the acts of the servers, the researcher was able to acknowledge the meaning of the acts. The combination of both models was necessary since the content analysis gave the structure to carry out the analysis step by step and to form categories. In addition, the thematic model guided the author reach acknowledgement of the meaning of the acts from narratives. Content analysis as well as narrative analysis, among other objects of understanding, are "concerned with meaning, intentions, consequences and context (Downe-Wamboldt 1992 in Elo & Kyngäs 2007,108). Through both methods the data was classified into concepts that build a model and provides knowledge (Krippendorff 1980, Downe-Wamboldt 1992, Sandelowski 1995, Cavanagh 1997 in Elo & Kyngäs 2007,108). The figure 2 provides a graphical view of the combination of methods.
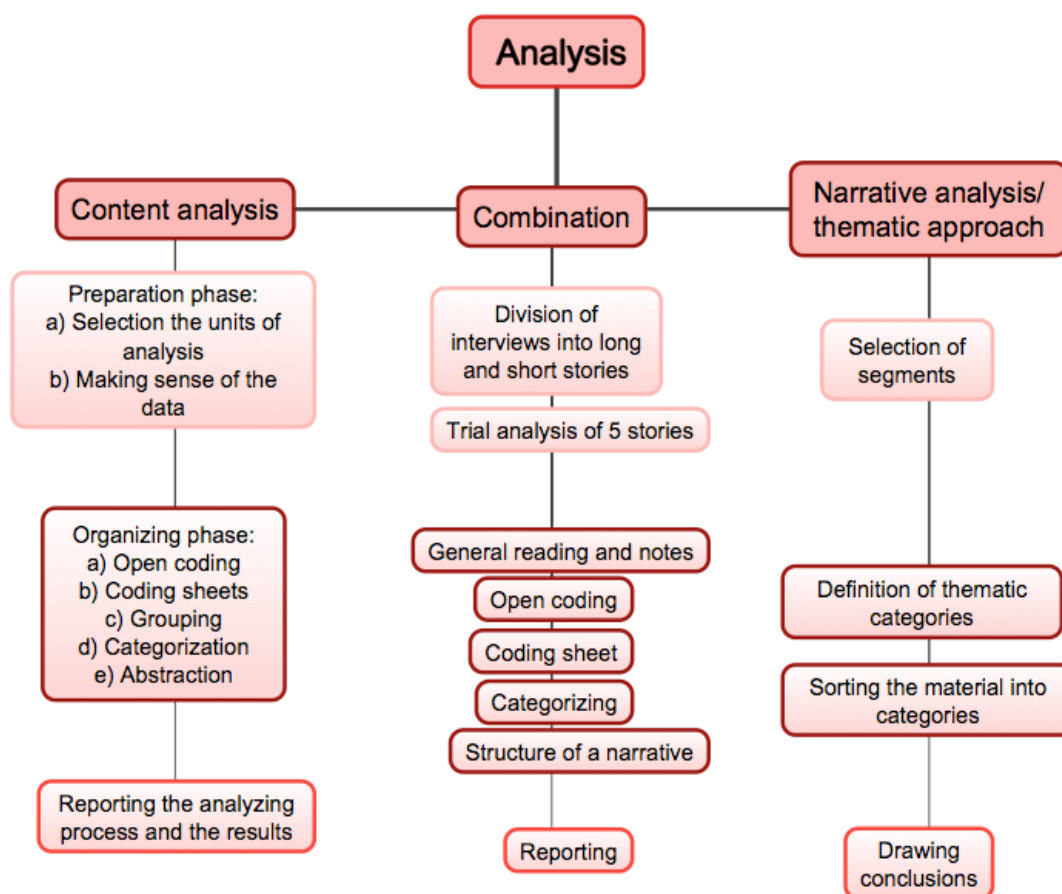

Figure 2. The combination of: preparation, organizing and resulting phases in the content analysis process (Elo & Kyngäs 2007,110) and four stages in the application of thematic model (Esin 2011, 108).

This research had an inductive approach, which moved from the specific issues of one narrative to the general statement (Burns & Grove 2005 in Elo & Kyngäs 2007,109). The analysis of the data followed a three-phase process of the content analysis, which are correlated, to the four stages of the thematic model. In order to prepare the data for the analysis the interviews are classified into groups or categories, which refer to themes. Normally, a suitable unit would be "large enough to be considered as a whole and small enough to be kept in mind as a concept"(Elo & Kyngäs 2007,109). Because this research is in combination with the narrative analysis, each narrative formed one unit of analysis. From each interview a media of two to four narratives resulted, which produced a total of 68 narratives. Narratives include comments as well as considerations about good service and working at hotels from analyzed data that belonged to the narrative as reflections from interviewees.

The narratives were divided into long and short ones. The result was 38 long narratives and 30 short narratives. The long and short stories were divided according their content. Numbers from one to thirty-eight were given to long ones. Letters from A to Z and starting again with the alphabet from AA to AD were given for short ones. In long narratives, the interviewee told a concrete instance with details and concrete characters. At the beginning the interviewee provided a general overview of the situation. He was able to set the external circumstances. In them, the client's reactions toward the service were available. The interviewee also provided notice of his reactions and his behavior throughout the service through the narrative. On the other hand, the short stories were often an overview of a good service. Time-wise the narrative was short and fewer details were given. The client was not concretely defined. Short narratives, however, contributed to the data for the analysis. For example in long narrative 2 the interviewee starts: "One evening when I was at work, it was fairly late already." Whereas in the short narrative L, the interviewee starts: "A client came and I brought his bags to his room." Two different examples of narratives can be found in the attachment 3. The results relied more on the long narrative since the details benefitted the understanding of the significance of the action. The more details that the person remembered, the clearer it is that the instance made a bigger effect on the person.

Because of the large amount of narratives, a trial analysis was carried out to test the analysis process. Five narratives were chosen randomly. The analysis included general reading, notes in combination with open coding. An example of the analysis is found in the attachment 4. Subsequently, a coding sheet was created and organized according to a possible structure. From only five stories, a detail pattern did not appear; however, the interviewer wrote a script of the result, which showed the feasibility of the analysis on a larger scale.

The analysis followed the same steps of the content analysis process. Every single narrative was read starting from the long ones and concluding with the short ones. While reading, the researcher used open coding and notes in a separate block consisting of 37 pages. After reading the narratives several times, the content of the block was categorized into concepts in the coding sheets, which resulted in 48 different concepts. From these concepts the author created different categories, which were distributed according to their apparition in the good service process. These were during, before or after it. Then a structure was built. It corresponded to a general pattern of the narratives with different factors that showed the process of good service according to the 68 narratives.

From the concepts and the structure, the results were reported. The researcher was able to withdraw conclusions and find meaning of the narratives. The large amount of narratives made the analysis challenging and complex. However, the analysis was carried out systematically, by ascertaining the concepts in every single story, so the results were reliable.

Since a narrative is a story of a personal life, they were handled with confidentiality. They were used for the sole purpose of this research, and only people who had relation to it had access to them. The names and work placement of the interviewees were kept anonymous. At the beginning of each interview, the interviewer explained the aims of the study and asked permission to record the interview, which all interviewees agreed to.

4 Results

The results of the analysis of good service narratives showed different phases of good service. A service situation in this occasion was divided into three main categories. These corresponded to what happened before, during and after the service. Each category had different factors that influenced and created a good service situation. The results mainly showed what qualities included good service, and its meaning and therefore its value for servers, customers and the industry. The main intention was to look at the factors that influenced the server's reactions, and his actions during a good service as well as the consequences for the server after the service. Consequently, the customer and the hotel took an important role on it.

As the aim was to find the value of a good service through its real experiences, the chapter followed a structure, which showed the results from the analysis according to the service process. The figure 3 shows briefly the process of a good service according to the results of the narratives. The complete and detailed process of good service is found in the attachment 5.

Even though the scheme has divisions and follows a sequence, it is understandable that the actual service is rendered in a certain moment of time and all the factors are linked among them. For example it is difficult to separate the concrete act of the service from the recognition of the customer because they happened simultaneously. However, for a better understanding and analysis of the matter, it was necessary to separate them from the narratives into categories.
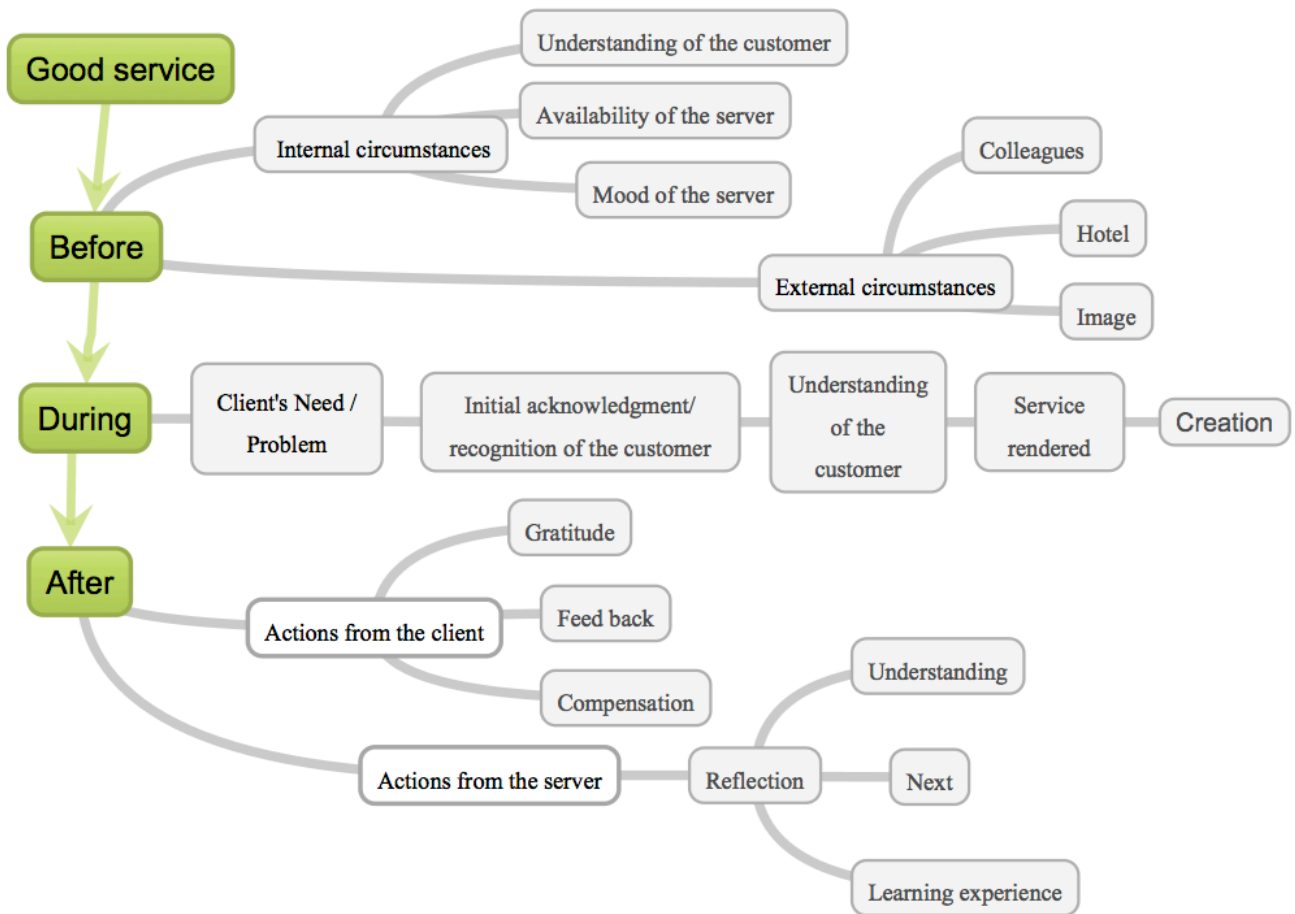
Figure 3. The process of good service according to 68 narratives

Every service proved to be a possibility for the employee to give himself to others, to get the gift of self. Before and during the service it is appreciated how the server was looking forwards to serve by being prepared and the then by acting. But it is only after the service that the server seems to acknowledge his role and the impact towards his person during the rendered service.

Before going forward, let us point out that in order to report the results the word *server* was used to refer to the employee as the person who serve. The Oxford Dictionary (2013) defines server as a "person that serves", meaning a person who render the service. All the narratives were analyzed from the server's point of view, what affected him and how he reacted to the situation.

4.1   General issues during the interviews

By narrating a good service situation the servers were expressing their own as well as the customer's reactions towards the situation, the meaning of it for them and what they kept from it. The interview helped them to reflect about their own points of view. For example at the beginning of an interview the server would also say that a good service "required a lot of effort" (39). However, the server realized at the end of the narrative that there was not much effort in that specific good service instance.

Some interviewees found it difficult to recall a concrete service instance and tell it detail by detail. Some of them actually thought that it was absurd to ask for a good service narrative. They claimed that they "always give good service in this hotel" (8). However, along the interview, they found concrete examples of good service. In three cases the narrative did not really meet the goal of a good service instance, but it give details of why a service turns into a bad service.

Along with the good service instance, they described the difficulties or obstacles during the service, as well as the process of a service and what was happening in the server's inner world. The following subchapters will show the process that the server goes through, the factors that affect him and the environment that surrounds him divided into before, during and after.

4.2   Before the good service instance

Before a service was rendered, it was influenced by external and internal circumstances. The internal circumstances that corresponded to the attitudes from the servers toward the service were understanding and availability. The external circumstances are the team and the hotel where the server worked. In this subchapter both are presented according to the narratives.

4.2.1   General understanding of the person

The first attitude that jumped out from each interview was the general understanding of the client as a person. In narrative 20 the server said, "here we serve people." The

server knew in advanced that he was going to be with someone, and that that someone was important. Servers also tried to know beforehand how to make the customer feel better. In narrative 39 the server always mentioned how she knew before rendering the service that a specific detail could be "comfortable for the customer".

The server understood already before the service that the client was in need of a general service. However, different levels of understandings from the server correspond to the different levels of identification with the client. In the case of identification, the server had achieved personal service, and the client was satisfied. The understanding improved while the service was rendered. At this stage, the narratives showed only a general understanding of the client as a person.

4.2.2 Server's availability to serve

Another attitude of the server before the service was his availability and readiness to serve. This attitude was mentioned in 16 narratives. At the beginning of a service, the server was looking forward to serving the client. There was not any narrative where the server previously had prejudices or negative expectations from the clients. On the contrary, the server was looking forward to meeting the client and helping him.

Another aspect, which came out of the narratives, was the server's basic predisposition to serving the others, which was mentioned four times in the narratives. Good service came naturally, however, the server has to want to do it. Because even though the server was supposed to serve, service would not happen if he did not want it to. In narrative 20 the customer was surprised by the good service and the server thought, "It just came naturally". The normal attitude of the server was to want to serve. In narrative 17 the server commented, "If someone needs me, I help".

The server was ready to serve the client. He was ready to discover what the customer liked, which required that the server was interested in knowing the customer's context. In many cases the server went ahead the situation and prepared information or brochures that could be practical beforehand. In narrative 39 the server expressed how she

"had already prepared some information about happenings in Helsinki to suggest to the client". This showed that the server was motivated.

Short time of action showed the server's readiness. As soon as servers realized the need or the problem, they acted and tried to find the solution. For this to be possible the server needed to be ready beforehand. In narrative five the server said: "Immediately I started to find what he could like." The customer was also happy when servers were ready to serve. In narrative AB the server said that the customer "appreciated when you start to find the solution right away".

The server knew that the hotel aimed to be open to any request of the person. He was ready for whatever was going to happen (4). In narrative 29 the request seemed impossible; however the server explained how he took it as his own and then was "ready to start". Narratives showed that the server needed to put in not only effort, but also be available. The server showed that he did want to serve.

This availability seemed to come from past experience that predisposed the server to be ready. The serve seemed to like and to enjoy when he was needed and useful. In narrative 19, he gave piece of advice and after the positive reaction of the customer the server mentioned "it was good to be helpful, even though they haven't done exactly what I recommended". Similar reactions from the server happened in narratives three and four.

4.2.3 External circumstances

The external circumstances were another factor that influenced the service before it was rendered. Circumstances included the hotel, colleagues and even the country. This factor was shown 35 times. Colleagues were either a source of support or pressure for servers. The unity between them affected the server as well as his behavior. Finally another factor was the responsibility that the server had on the image of the hotel and of Finland.

Colleagues were a source of support and help for the servers. Giving a good service did not always seem to be an easy task. After mentioning the difficulties, or the feeling of not doing something, servers mentioned 17 times how they found support from their colleagues. In these situations the server was also in need of help, and he found it from his team. In narrative 11 the server mentioned that he "had all his team behind him so it is ok".

When there was an incident with a dissatisfied customer, the server always protected the other staff member. In narrative six, the server said: "something against one staff member is taken as personal". For the server, colleagues mattered. There were difficult situations, but when the server looked at his colleagues, his attitude toward the situation did change. According to the server of narrative 25, "it helps to talk and to be understood; after that, anything goes."

In addition, colleagues were a source of strength. "You don't need to find the energy to go to work, but just go," said the server in narrative 11. The interviewee in narrative F mentioned that they "have a really comfortable team". In order for the server to be ready to provide a good service, a whole positive atmosphere needs to be created. The external circumstances were set by colleagues and influenced the server.

A team was a source of support; however it could also be an obstacle. According to three narratives, colleagues were a source of pressure for the server, which was an obstacle to good service. The mistakes of one server caused problems or difficulties for the other members of the team, which discouraged the server. In narrative AD the server mentioned "it feels bad when the supervisor needs to fix your mistakes." Being an obstacle for one's colleagues was a source of pressure and an obstacle for providing good service.

It seemed that when the server made a mistake and he was alone, he was not anxious since there were no colleagues putting pressure on him. In three stories the servers were young and inexperienced. This could have been a factor for their anxiety. However, if there was a difficult situation, the colleagues supported the server.

Another factor that seemed to influence the server before the service was the unity of the team. In 35 of the narratives, the server mainly used first person plural pronoun "me" in the Finnish, or "we" in the English interviews ones. Servers had a sense of unity, and every one in the team was aiming towards the same goal in the hotel. However, in the rest of the narratives, the server talked in the first person and did not mention his colleagues.

Another signal of unity was that servers handed on information to their colleagues, which enabled different servers to continue with the same service. They wrote down useful information about the customer. Colleagues were the conduct through which the service was assured. The server relied that his colleagues would do their work and take care of the service. Team members worked for each other and looked for the same goal instead of competing against each other.

According to eight narratives there was trust from server to server, and they knew it; moreover, the server trusted the boss and the hotel. In narrative 14 the server mentioned "If I tell the boss, I know he will do it when there is the possibility". Also in narrative 17 another server said to a customer after a request: "The hotel will check it." This is unity among the servers.

Finally one more external circumstance that affected the service was image. The server was, according to four of the narratives the image of the hotel and according to nine narratives the image of Finland. The server related his deeds with the impression that was given to the customers. In narrative 3 according to the server the client thought, "The hotel didn't have qualified employee members". The server was the hotel, and what he did was what the hotel did. The server wanted to give a good impression of Finland as well.

4.3   During the good service instance

For the server the beginning of a service meant that the customer had a necessity that needed to be met, a problem that needed to be fixed or an issue that needed help. This

was clear in all the narratives and constituted the first step of the service. The server seemed to have this clear and tried to identify the problem in each situation. Then the solution was to serve. When servers started to narrate, they introduced the necessity or the problem of the customer. They seemed to know that they were responsible for assisting the other person with his needs. The narratives also showed that the servers strived to meet the needs through material solutions. However, the immaterial, non-visible solutions took place, such as a customer's birthday congratulation as it appeared in narrative five.

Servers were eager to be available for the customer and to help at any time, even if the service did not belong to the basic service of the hotel. In other words, the server's work, as it was appreciated in these narratives from service-oriented hotels, was to help the customer in anything that he would need. As soon as servers realized the need, they looked forward to fulfilling it. In narrative 18 the server said: "Customer service is made by me. I have to offer it first". When the server noticed the problem, he tried to help the customer. The server was the solution for the client. He gave security to the client. If the client had a problem, he went to the server.

While telling about the problem the server described all the obstacles during the service. The situation seemed difficult. Servers were ready to help them, despite the obstacles. They showed a sense of responsibility eight times in the narratives. The server seemed to change the difficulty into a positive situation for the customer. It made the service a good service. According to the narratives, the goal of the server was to make the difficulties that the problem brings less uncomfortable for the client. In narrative 4 the server said: "this could have been really difficult for them". In the service process, the solution is found through personal service. The servers realized how they are able to influence the life and the mood of their customers and their colleagues.

When there was a problem, the server felt that "the world is falling down" (28). Five times in the narratives, it became evident that servers became nervous because the service was not going well. It seemed to them that good service, which was the goal, was not happening. The customer's necessities were not filled. The server got nervous be-

cause he thought that he could not serve well. When there was a problem, servers had the pressure that professionally, they have to cover some standards and follow some guidelines. They could not just give back the money or offer free services.

In the way of narrating, it seemed that the server justified his lack of knowledge in a matter. When a service could not be provided, the main reason was that the service was not part of the basic service of the hotel. In the narratives, it happened four times. However, servers also showed their willingness to find a new solution and to provide the needed service. In narrative 4 the server said: "I had no idea of what he was asking me, but I told him to wait and I started to look for information".

4.3.1   Recognition and understanding of a person

During a service, the server met the customer. Each one recognizes the other one. This recognition seemed to happen in every narrative (with one exception), at least at one of the directions: the customer recognizes the server and the server recognizes the customer.

The customer recognized the server as a concrete person eight times in the narratives. When the customer needed a service, he recognized the server personally. The server had had a small detail with the customer, which did not pass unnoticed. The customer let the server know it. He asked for the name of the server, in order to give feedback to him. The customer recognized the server as important, and the server actually liked to be recognized.

The customer, during the service, recalled the server from previous services. Customers wanted to be served by the same one. In narrative 29 the server said with excitement that the customer actually "wants to meet that same person" again. The server felt satisfied with the gesture. In narrative number 32, the server expressed it as a reward for his services, which surprised the server.

The server was recognized as a trustable person. He was someone who provided security. Through a service, trust in another person was built. It was natural from the cus-

tomer to trust the server. As the server in narrative 32 said: "The front desk should know everything". The customer depends on what the server does. In seven narratives the customers considered the server as the security and support that they were looking for at the moment. Even if the request was not part of the basic service of the hotel or it seemed impossible, the customer asked for the service with the security that he was going to receive the help and support from the server.

When a service started, the server also recognized the customer as a person. In all narratives except for one, the server described who was the client. The server saw each customer as unique. In narrative 34 the server said: "I deal with one at a time, so I put the customer I was dealing with as the number one". In narrative T the server said about a customer: "he was not only a mass, but he was a person".

Throughout the narratives, exchanges between customer and server happened through recognition, which enabled the server to reach a deeper level of understanding of the client's context. The exchange seemed to happen on a nonmaterial level. The server realized that the matter was important for the client and therefore it was also important for him. In narrative 22 the receptionist said: "it is understandable if I were the client I would also want to get help for that." This shows that the server identified himself with the client situation.

The server also showed the recognition of a person by suggesting to the client the same things that he would like. In narrative 19 the server said: "I send them to a place that I like to go myself." The server took personal likes as a reference and offered something similar or the same to the client and obtained a positive reaction from him. The server knew that there was a person with needs and likes that could be similar to his own.

The server, while trying to fix a normal problem, went ahead and tried to talk with the other person. He recognized the customer and created a personal interaction by talking to them. Also, while telling the narrative, the server expressed that "I made that specific person involved in the conversation" (1). The customer was satisfied to be involved.

51

The server showed the importance of that person by recognizing him, by having a dialog with him.

A consequence of the recognition of the server was when the mood of the server changed when he went to work and served others. Seven times in the narratives a similar phrase as the one from the narrative 18 was mentioned: "The moment I see the client, I forget about my bad mood." There was a change inside the server that made him go outside of his own world and to focus on others. In the moment when the server started to give of herself, to serve, the bad mood left. Customer service seemed to help the server to wake up and gave her energy. This happened not only with the customers, but also with the other servers. In narrative P the server said: "When I smile so do my colleagues."

When the server started to tell the narrative, he always referred to the customer with respect. This was shown in 12 actions in the narratives. On some occasions they named the client "gentleman" or "an important lady". If the situation was negative, they even excused the customer and did not talk negatively about him. Servers did not complain about the person; however, they exposed the situation and difficulties that the requested service caused them. On other occasions, the customer was known from before or was considered a publicly important person. Despite the type of client, it was clear from the narratives that each customer was important and the servers treated him with respect.

As mentioned before in narrative 36, the server did not recognize the client. She explained that the customer was unknown to her and unsatisfied. She neither followed the situation up, nor gave importance to it. She did not even acknowledge that something went wrong for the client. The server talked only about "someone that I did not actually know". On the other hand, the other narratives show the importance of acknowledging the customer even by name. F narrative shows that when the server said: "it felt really comfortable when I know everyone by name".

After the server and the client recognized each other during a service, the server needed to understand the client in order to provide the needed service. The understanding happened on three different aspect of the person: his context, the meaning of the service and caring. From the narratives it is seen that the understanding also had an impact on the server's behavior. In 28 of the narratives, the understanding of the customer played an important role on the service.

Throughout the narratives, by rendering a service the server made the other person to feel recognized. In narrative one the server said that the persons "expect me to be nice and they react to it". Then the server carried out the service because it mattered for the customer and in that way she ensures that "the customer is satisfied"(13). The service had a meaning for the customer. He needed to understand the context of the customer in order to serve him well. He learned how to deal with the client, without exaggerating but providing the necessary service. At the beginning of the narrative the server always gave an overview of who the customer was, which showed understanding. The understanding of the person's context made the server ready to prepare the service.

The servers understood from the very beginning why that service was significant for the customer. The server, while narrating a concrete instance, explained why that service was important to the customer. In one of the cases, the family of the customer from America was coming to Finland. Other cases included Australian and Japanese coming for the first time to Finland or people celebrating their wedding. This understanding of each person's context gave the server obvious reasons why the service needed to be good.

For each person there was something important. The server understood it, and he offered that and not any other service. He realized what the customer wanted and he wanted to provide it; he was alert. This understanding showed that the server cared about the person. In narrative 29 the server said: "I had nine of them (customers wanting to travel) and I needed to act quickly, to find a solution". Through understanding the server normally made the situation his situation. When the server understood, he got involved.

However, in six narratives even though the server did not find the client's personal meaning of the requested service, they put all the means to provide it. One of the servers in narrative 5 even mentioned: "of course we were sorry… and only until I understood the importance of it for the customer, I stay with good feeling". In this case it was only after the service that the server understood the meaning of the request and had a good feeling. The server was disappointed, when he did not know how to answer to the client. Then he got upset. In narrative 26 the server said: "the situation was irritating and did not leave a good feeling". However, servers mentioned that the next customer gave them another opportunity to provide a better service.

4.3.2 Personal service makes good service

After understanding who the customer is and what his needs are, the actual service in itself will be analyzed in this section. Narratives showed that servers were willing to render a person-to-person service. The server made a difference in each situation, since 14 interviews resulted in 68 completely different narratives. It showed how each server was involved in a situation with a unique client. Each server took his own way to render a service. Despite the uniqueness of each narrative, they showed similarities and patterns of good service. All these patterns relate to one main characteristic: personal service.

First of all the narratives showed that a good service instance was personal, that each customer was unique for the server. Also each server was unique and rendered the service in his own way. Customers felt special when a service was directed only to them. The server knew that and tried to act accordingly. For the server the other person was not just one more, but each one was served according to his own necessities. Each service was "unique and special for the customer" as the server in interview M described.

Personal service goes together with the room, silence, and comfort as mentioned in narrative 37. But it also includes calling the customer by his name and remembering personal preferences. In narrative 14, the server explained that "a well-known customer needs to be well served. This is more important than getting money form an un-

known customer." When rendering the service, the server made an effort to put the customer first. In the actual moment of the service he put all his attention into the person that was at that moment before him.

The server looked into what that concrete person liked to render a good service. Something generic could have been good; however, the server thought about that person, and knew that the effort he would make would be worthy. The server tried to make that normal service important to the person receiving it. The server realized that the good service was the needed service for each person. According to the necessities of each customer, the server decided how to distribute the available resources. It was clear form the narratives that the given service influenced people's life. The server knew it. In narrative 16 the server said: "If it is the weekend of their life, I want it to go great."

In the narratives good service was personal service, which could be "nothing special", or extraordinary, as the server expressed in the narrative 9. Having "the time to talk with the customer" (9) was part of the personal service. It seemed that when the server had a conversation with the client, even though it was not something really exceptional, the person reacted positively to it. The server also liked it because it was personal service.

Throughout the narratives, good service included dialog as a good service factor and it was mentioned seven times by different interviewees. At the front desk receptionist interacted a great deal with clients. Normally, the customer told the server about happenings of the day, which both of them seemed to enjoy. According to the V narrative this is one of "the favorite aspects of customer service". In narrative Y, the server referred to her favoring this factor when she said: "It is great when the accommodation was for several days and they come to talk. They trust what you tell them."

One of the causes of not being able to provide a good service in two of the narratives was the impossibility of communication. When the server and client failed to communicate, problems and misunderstandings would arise. In narrative 15, the server and

the customer did not have a common language. Through a misunderstanding, the customer was dissatisfied and the server saw him as arrogant.

As a lack of communication caused problems, communication fixed them. It did not matter whether the situation was difficult or that the server actually knew how to render a specific service. The server started to talk to the other person, interacting and exchanging experiences. On another occasion the server used the same language. And through dialog and interaction, the situations became enjoyable for both the customer and the server.

The last aspect of a personal service level seemed not to be compulsory for a good service. However the 15 times that it was present, it influenced the result of the service. Giving a surprise to the customer through a service was one of the most positive experiences for both, the server and the customer. The server noticed that the person who received the surprise was delighted. This encouraged the server to keep serving.

Creating a good service situation and good feeling by surprise did not require a lot of effort. It needed in some cases extra attention and initiative to make something different. One characteristic of the surprise was the unexpectedness. The customer was surprised and he liked it. The server was also positively surprised since the other person reacted so enthusiastically. It was understandable since for the person, despite the type or greatness of the surprise, it was important because it was directed towards his person.

 The server seemed to get excited and happy from having given a surprise to another person. This excitement gave the server motivation to work. It changed the routine and made the time enjoyable. In narrative 37 the server said: "for me personally it is those small things that are the ones that are meaningful."

4.3.3 Initiative along the service

Each service was unique because of its circumstances and the people involved in it. For this, each service involved decision-making moments. For this decision to lean

one-way or another, the server needed initiative. The concept of initiative appeared 22 times, and the non-initiative only once. This means that in 22 occasions, when the server was in front of a customer, he needed to decide, to invent or to find a solution and to put it into practice almost right away.

To provide a personal service, the server needed to take the first step. This happened in 7 narratives. He first asked the customer what he needed because it was the server who made the effort to give a good time to the client. Initiative made this first step possible. In some narratives, the server thought already beforehand what could be good for the client. He was able to serve him, surprise him, and satisfy him personally, and then he created a smile.

In order to fix a problem and create satisfaction for the customer, the server needed to have initiative. He did not give up and looked for all the possible options. Whatever the situation was, the server put first the customer in a comfortable environment and acted quickly towards the chosen direction. In narrative 4 the server offered to the customer to go to the restaurant and then she "called all the possible places until I found a small small shop where they sell the pin (an object the customer needed)... I quickly called a taxi for them. They were excited". When there was something unexpected and not really pleasant for the customers, the server gave either a temporary solution or an option that the customer might like. In narrative 11 the server said: "You can have breakfast while we take care of it." The server managed to find something that the customer would do and could like in 11 narratives. In narrative 37 the server said that customer service "is about the server's doing". And if the server does not have initiative, the customer could be left with out service.

Initiative included cases in which the server didn't know how to render the service; he looked for solutions and investigated. The server did not need to know everything. However, he looked for the answer and provided a good service. When he saw an opportunity, he made the decision with determination. Also it seemed that the server was excited when he could do something that was not in the manual. The server created,

developed something new, and he liked it. This discovery of a new solution related with decision-making happened in 8 narratives.

The server found different ways to render a personal service even though it meant more work and effort for the same money. Even three times, the service was not economically better for the hotel. However, it created good relations with the client. In narrative 14 the server said: "We didn't just send an email telling that it was not possible." The server took initiative and gave more in order to meet the customer's necessities. This was possible by wearing down all the possibilities.

In one case there was no initiative, and the server said that there was no solution anymore, instead of looking for the best way to fix the problem. The server justified herself by saying that the requested service was not part of her duty. The server was not even trying to find any way of serving the person, but just explained that there was nothing she could do. After this unsatisfactory service, the server "just wanted to forget about it" (36).

Another characteristic of initiative is the extra step that servers constantly took in order to provide good service. In 14 narratives, giving more service than the normal was the server's motto. When asking for good service instances, the server related it with a situation in which he gave more than expected. The server realized when he went over and beyond the normal standard and got excited. After seeing the result, the server told in narrative 20 "now it is good". Many considered that service of a normal level is mediocre. And only by giving extra service, the service was good. This issue will be addressed later when talking about details during a service. However, it seemed that an argument between small and normal service vs. extraordinary service and taking the extra step exists.

In these fourteen narratives the server provided a service, without actually having to render it compulsorily. The server was not obliged to give the service and could have said that it was not available. But he did give the service, which surprised and satisfied the other person since it was unexpected. Also the extra service changed the negative

customer's situation into a positive one. The server did not mind to make an extra effort, if it was for the customer's satisfaction. Economically, the extra step was nothing. However, it seemed to make a huge change for the customer.

The server did not only realize that the client had an interest in an issue, but also he went forward. He gave the extra on a personal level for the customer. Servers personalized the service through their attitude of giving more. They realized the personal likes of the person whom they were serving and strived to fulfill them. In narrative 13 the server made a reflection on the meaning of the extra service when he said: "I think that the customer values this kind of thing a lot, and this is what matters the most to me."

This extra service, without being compulsory, made the server ready to serve until the end. To help the other person, the server was willing to do almost anything. This connects to the next characteristic of initiative: to give it all. It appeared 26 times when the server put extra effort until nothing else could be done. In addition servers questioned the limits or justice of service 9 times.

Servers related the effort that they put into the service with the result of a good service. In narrative one, the server concluded the narrative in this way: "I did a good job, or even better than what you have to do." To put in all the possible effort left the server a feeling of fulfillment and happiness. It showed how much the server was actually involved in the service and concerned with the customer's well-being. It was possible to distinguish this effort especially when the server carried the service until the end.

By giving his all, the server went one step further in his initiative. To give it all by following his initiative, the server needed to want to. Servers in 22 of the narratives could have said "customer's problem", and they could have done nothing. But they did not. Instead the server had put all the possible effort. As in narrative 10, the server said: "I know that nothing more could be done about it." It was remarkable how the server did not say that it was enough. In the narrative 6, the server said: "We tried, but nothing really helped." To give all and to try all the possibilities is part of good service. It was

not only what the hotel had to do, but the server usually tried all the possibilities to help the other person.

Despite the server's efforts, seven customers complained. The customer's needs were not yet fulfilled. When the server tried all and the customer did not notice or was not satisfied, the server felt let down. In narrative 5, the server could not meet the customer's request. In response she said: "We were sorry, but it was not our fault. But we did everything possible." It was a service even though the customer did not accepted the solution. However, a bad taste was left if the customer didn't accept the solution. The server got frustrated when the customer rejected a service.

After negative situations, one question arose. Is there a limit to how much service a server should offer? When the server was not able to fulfill the person's need, the client had surpassed the limit of request. This was shown only after the service was rendered and the server realized that it was not possible to satisfy the person's needs. In narrative 6 the server said: "the customer was really demanding." In other stories such as 26, B, N O, the service was impossible to render. However, this did not take away the possibility of trying because "it is important for the customer" (38).

4.3.4   Details make the difference

Also, when asking for narratives of good service, the servers thought first of all in special services, something that was out of the norm or everyday standards. During the interview, the servers changed their opinions. They rethought the meaning of their service or the influence of a good service towards customers and their own lives. Many times, the server considered a big and special service as a good one. However, during the narrative when the server reassessed the definition of good service, he would focus on personal service and details, which make the difference. At the end, all the interviewees mentioned, in at least one of their narratives, that good service was in the detail that was important for the client.

Nineteen of the sixty-eight narratives showed that good service was made through small details. The rendered service, despite its complexity or its size, had a value on a

personal level for the client. Good service was based on taking care of the small details. In narrative 12 the server said: "good feedback comes from small things." The servers believed in the meaningfulness of details, which did not seem to require a lot of effort. Even more, details created the customer's satisfaction, and the server knew it. Narrative 38 confirmed: "You notice that the person becomes happy".

Details mattered for the customer. Surprises, experiences, good service did not need to be big things but the details were just great for the client. Through them, the server showed how they were important even though they were only personal things. Or actually, because they were personal things, they were important. The customer really appreciated the details and the servers were pleasantly surprised when the customers liked and appreciated a small service.

In the narratives, details made the difference in good service, making the service unique. Even more, since service in a hotel needs profits to function it was through details that the good service was also achieved. One of the servers in narrative 31 says: "There are no discounts or free meals for nothing." But the server may find the way to please the customer through small things.

Only one time in the narratives, details were ignored and improperly cared for. However, the server found the solution by giving more attention to those customers. In narrative 1 the server explained how the room was not ready but she talked to the customer and found a comfortable area for the customer. Through details, the server compensated a service that could not be rendered. They were not compulsory to give or were not included in the basic service of the hotel. However, details were not an extra service. They were fundamental. In narrative 28 the server said "those small flaws that can not be." Otherwise the service would be mediocre, even though everything else would be exotic or glamorous.

4.3.5   Time factor in service

One factor that influenced the server during the service in every way: time. The importance of time on service appeared in 13 narratives. Servers mentioned that when

they had time, they were able to provide good service. Only then, the server was able to stop and to give more attention to the person.

In the narratives, time was essential. In this way the service was carried out until the end. Service required time, and the server was able to give it only if he had it. If he did not he would leave the other person half way. When the server gave his time, the other person felt important and not just one more in line. The server also realized that it was worthy. In order to give the time, the server needed to be ready to give it up from another activity.

Another good service that required time, and that servers most enjoyed, was the conversation with another person. Servers needed time in order to talk with the customer. And when the server took the time to do so, the other person reacted really positively. In seven narratives he server gave his time without limits. The service became, as it was said in narrative 9, "more personal".

If there were enough time, the server could reflect about the importance of the service and how to offer it. However, with short time, they could only have a superficial understanding of service's value. In one case the server actually mentioned that a lack of time was the reason that he gave bad service. Without dedicating time, there could not be any service.

4.3.6 The reaction of the customer influences servers

While rendering the service, servers showed that they had an interest in a customer's reaction. This interest influenced three different factors: server's decision-making during the service, server's disposition towards future situations, and self-satisfaction. This behavior appeared in seven narratives.

Servers appeared to observe customer's reactions and drew conclusions from them. In narrative 35 the server mentioned: "She seems happy." After judging the customer's reactions, whether it was positive or negative, the server was able to make a decision.

When the reaction was positive, the server felt encouraged to provide better service in future occasions.

The observation of customer's reactions created server's satisfaction. The server was looking at whether or not the customer had liked the service. In narrative 31 the server said: "if something is a bit out of place they will notice". Servers got excited when they noticed that the customer reacted positively. The server realized that the client valued what he was doing, and therefore it was important. In narrative 13 the server said: "it is important for me that the service is meaningful for the customer." It seemed that the positive reaction of the client made that the server realized the worthiness of a service.

4.3.7 Customer satisfaction matters to servers

When the service was approaching its end, the server looked for the customer's satisfaction all the time. This is why it is important to report this as a separate subchapter. In the narratives this caring of others happened 45 times. This aspect informed the service positively, which was clearly evident from the way that the server spoke. He constantly referred to the customer and his importance.

The server carried out the service because it mattered for the customer and that was all that mattered. When the server was providing a service automatically that person was thinking of the others. The service to others made the server enter into a mood of thinking and giving to another person. The server looked for the good of the other person and put the other person's needs first. He wanted the other person to be comfortable.

The server seemed to provide the service in a way that the other person got to make less of an effort. If the server knew for example that they were coming from far away, he tried to have the room ready, even though the customer was quite early. Because this service seemed important to the customer, it became important to the server. In narrative 23 the server said: "They were really grateful that someone took care of the matter, and it made me remember why I work in customer service." The server noticed

that the client values his service because it was important for him. Then the server saw that it was worthy.

While satisfying the other person was important, the server mentioned financial satisfaction only twice in the narratives. The server recognized that money was important, but the experience of the customer and his good service were more important than money. In narrative 14 the server was convince that a good service brings the customer back bringing in a profit.

Another consequence of looking at satisfaction of the other during the service was that the server did not think about himself. When the server thought about the others, when he tried to surprise, to serve, to help, it would make him experience joy. He thought about what the other person would like. The server realized that through his work, he made another person happy regardless of whether the job was on a small scale, built out of details or if it was extravagant and grand. The server knew that he had made a difference.

When the server was looking for the customer's satisfaction, but the service was not correct, he got frustrated. It happened 7 times in the narratives. The server wanted and tried to render a good service but it did not happen. In narrative G the server said: "It was important for them and we could not do anything." This showed that the server really cared if the client was happy or not. When customer's satisfaction was not achieved, the server got frustrated, even though the unsatisfactory service was not the server's fault. The server showed a feeling of powerlessness.

The other person's satisfaction, as the server in narrative one said, "makes you feel really good." He gave good service and looked with satisfaction at the happiness of the person. In narrative 37 the server described the customer as "completely taken". To deal with another person made the server to develop and over all, it made him happy and satisfied. When the server fulfilled a need, he felt good.

4.4   After the good service instance

The narratives show how a good service influences the server after it is rendered. Both the client and the server carried out actions after the service that influenced each other. In the client, it means giving feedback and showing signs of gratitude. The server's actions were learning, understanding, making conclusions that were wrapped up in his reflections.

4.4.1   Feedback matters for the server

The servers mentioned the feedback in 14 narratives. When asking about an instance when good service was provided, the server named an action followed by a comment similar to this, such as in narrative 9: "That is something that you get a lot of feedback from." Servers related feedback with good service 7 times.

When the server rendered a good service, he normally got positive feedback. Through feedback, the server acknowledged that he had rendered a good service or an unsatisfactory one. In narrative AB the server said: "You know when something goes well or not." It is a sign of good or unsatisfactory service, through which the server realizes that he was serving and that he likes it. In narrative 22, the server said: "It just feels so cool to help others." The server remembered the good feedback when he recalled customer's words, as in narrative 20: "This type of service still exists." The server appreciated and received motivation from feedback.

After a service in which a client was dissatisfied and the server realized it, compensation took place. In the narrative, compensation was provided five times. When there was an unsatisfactory service, the customer needs were not fulfilled or the requested service was not available, the server looked for different ways to compensate the client. Compensation needs initiative from the server in order to fix the situation since the server "did not want to give discounts on a regular basis" as he said in narrative AA.

Compensation was not something compulsory; nevertheless, the server gave it. By this, he showed that it is not the same for him if the customer is satisfied or dissatisfied.

Moreover, it was not complicated to give compensation. In the majority of the cases, giving extra attention to the client and his needs was compensation enough. Compensation transformed a service into a good service.

The server used feedback from an unsatisfactory service as an instrument to acknowledge the dissatisfaction and compensate the person. When the server did not receive feedback, he did not know what was happening. In narrative AB, the server said that feedback "lets you know if something goes badly". However in one sole narrative, number three, the server mentioned the contrary: "Because the customer did not say anything, I think it might have turned out to be a good experience for them."

When the server provided a service, he was joyful. This satisfaction was repeated with the feedback as the server in narrative 20 said: "the good feeling comes again when the feedback comes." Through the feedback the server realized the importance of both small and big services. In narrative 12 the server said: "We receive good feedback about small things." On the other hand, when there was a great workload the server felt rewarded when receiving feedback. Through the feedback, the server acknowledged the gratitude of the customer.

4.4.2 Gratitude from the customer is satisfaction to the server

The next action of the customer that influenced servers after the service was his sign of gratitude, which appeared 26 times in the narratives. As a rule it was manifested either through face-to-face communication or written feedback. Three exceptions to this were narratives 27, 3 and15 where two customers awarded the server with money and another chocolate after the service was rendered, as a sign of gratitude.

The server received the gratitude from the customer with satisfaction, as seen in 12 narratives. The thanks from the customer meant a great deal to the server. As the server in narrative 2 explained, receiving signs of gratitude was "a moment that made your day and left a good feeling… it was really personal." After a good service, it was clear that the server was satisfied in being thanked.

The server was happy because the customer by being grateful acknowledged the effort. In narrative 11 the server said that the gratitude "was good". In addition to satisfaction, the gratitude was a relief for the server. It meant that his service succeeded. The server got excited, when they realized that the service had a meaning for that other person and the person himself remembered and gave thanks. Servers realized as well that they had made the difference.

The customer's gratitude was also shown through deeds. He would come back to the same server, and trusted him again and looked for him again. Servers expressed the satisfaction that this gratitude had created. Money was also a sign of gratitude. The good service was pleasant for the customer, and it showed in his willingness to pay for it. This surprised the server twice in the narratives. In narrative 24 the server said: "Actually it was not a big deal." The customer recognized normal good service as a valuable one.

4.4.3 The server reflects on the situation

After the service was rendered, the server would reflect on the past service. This reflection included thinking about understanding of customer's situation, server's leaning experience and the role of the next customer in the server's situation.

The interviews encouraged the servers to reflect about the service that they provide and its consequences towards their lives. The concept of good service was also re-evaluated. In the narratives, the server would actually remind himself once in a while why the customer service was great. He made others happy and that was her real satisfaction and motivation. Even difficulties tested the meaning of the server's work. After many difficulties and a positive result, the server mentioned the satisfaction of the other person as their own satisfaction.

At the end of fifty narratives, servers concluded their own satisfaction by telling about the customer's satisfaction. The satisfaction of the customer seemed to make the server satisfied. In narrative four, the server said: "After all, I did what I had to and I am happy about it." During the process the server could feel like there was no solution. Nega-

tive feelings, impatience and misunderstandings were present, but the result was positive. At the end the customer was served, and left the hotel satisfied. The server mentioned that service could not be always at first glance special, but when rethinking about it, it was. In narrative 21 the server admitted that she tried to "make every day special." The server felt happy and proud about the service. In narrative 20 the server said: "yes it exists and I gave it." The server is left feeling like a winner.

4.4.4 The server makes the effort to understand the customer

After a given service the server recalled and reevaluated the situation. When servers did this, in seven of the narratives they reconsidered and expressed that the customer was important and that they were worried about some of his concerns, even though they had not understood them previously. They also justified and explained why the customer was worried, pleased, or nervous about the situation. In narrative 6 the server said: "there must be something in her life that is difficult." The server gave an explanation to justify the negative disposition of the client and tried to understand him. It was not until the server wanted to understand, that he got really involved in the service. There was a change of attitude that transcended the visual evidence and tried to understand the personal.

When the server thought that behind a negative reaction of the customer could be something else, he was on his way to understanding the customer. Then the initial frustration turned into acceptance and even satisfaction. It was not only that the service did not work but also the servers related the negative result with the idea that perhaps the other person was going through a hard time. Even though the server had not understood this in the exact moment of the incident, in narrative D he explained: "the server cannot know everything" about the client.

In the seven narratives where misunderstandings happened during the service, the server later understood that behind the customer's behavior was something personal. It helped the server to remain satisfied. In narrative 5 the server even mentioned: "of course we were sorry… but only until I understood the importance of it for the cus-

tomer, I still felt good" about what was happening. It was only until the end that the server realized the meaning of the request and continued to feel good.

4.4.5   The influence of the next customer

After rendering a service, servers referred to the influence that the next customer has on them. This appeared 10 times in the narratives. The server seemed to build the service on top of other situations. Servers also mentioned that many things go on at once in a hotel. In one moment there is a satisfied customer and the next moment there is an unsatisfied one. And after some minutes came another satisfied one.

When a negative situation took place with a customer, in addition to find a solution, the server knew that there would be more opportunities to serve that person and others better. This was shown five times in the interviews. This thought clearly helped the server to confront the situation positively. In narrative 16 the server said: "It was a bad situation, but there is going to be another opportunity." He knew that the next customer could "save the day"(26). Here it was important, as the server in narrative 11 said, "to have the strength and keep going and trying." Servers needed to be above the situation in order to control it.

A good service situation gave strength to the server for the next one. It gives a motive for the customer service. This is clear when good service was provided and the server is left with joy. A good service left the server with more willingness to serve, with enthusiasm. On a bad day, the server thought that there were and will be good days. The server also thought that one good customer was the positive one.

4.4.6   Server learns from services

In 24 narratives the server mentioned different ways of learning after having rendered a service. Servers mentioned that a service stayed in their mind; it helped them to develop new skills and to improve older ones and to be prepared for the next customer. They also show the server's readiness to learn. It creates enjoyment since it was through dealing and interacting with people that the new knowledge was achieved.

The instances of good service stayed in the server's mind as positive memories. In narrative W, the server said: "A good day stays in your mind." They seemed to be useful for future situations. In narrative 27 the server mentioned: "I remember a service if it was good and it was practical, for another occasion." From each narrative, a common line comes out which includes *something* that stayed in the server's mind, which made their day and brings about the idea: "I want to do this always" (22). It was not only to make something good materially, but also to put a smile on someone's face.

Since past services influenced future services, they helped to develop the skills of the servers. Through service, the server learned "how to be nice" (1) to another person. It made the servers approach a new situation with a new person with specific needs. This caused some pressure on servers; however it made them gain new experiences. The acquisition of skills was explicitly referred three times in the narratives. Another source of skills development were difficulties that a service presented. They made the server stronger. He had to deal with many situations, which involved a person, his needs and his problems. Some times for example the customer was tired and answered badly, however the server did not take it personally.

5 Discussion

The analysis and findings reporting was extensive and complex. The large amount of narratives showed multiple factors that influenced the good service and affected the server, the customer and the industry. The analysis proved to be fruitful and the value of good service was distinctly exposed and established through the narratives of good service instances.

The discussion is divided into three main subchapters that show the value of good service and the motivation that it brings to the server through his profession. Therefore the first one is the relation between the value of the person and good service. The second one addresses the motivation that the server showed to have towards rendering a service and its connection with the understanding of the service's meaning. The third one stated the concrete work in the hospitality industry as a mean to serve others and influence their lives. The server is able to serve others though his work. In short, the server recognizes and assists the person through his professional work. The service to others is the greatest motivation.

5.1   Relation between the value of the person and the good service

A service lets the server recognize a person. When a service happens, the server acknowledges the client as a person, with all its consequences. The person is unique and important by himself. He has a rich inner world, which needs protection and which he wants to manifest. Through a service, as shown in this research, two persons meet: one of them needs aid and the other one provides it. The server sees the customer as a vulnerable person that depends on his service. The server is willing to provide the service. Even before a concrete person asks for the service, the server wants to serve. But it is only when he recognizes the customer as a concrete person with certain characteristics and necessities that he is able to aid and render the service. When a service is rendered, a specific person is valued. The server, through the act of serving, recognizes the importance of the person. A tangible sign is when the server treats the customer with respect.

For the server, relations with others at work are also important. In a hotel, the client receives help from the server, but the server receives help from other servers. Through his colleagues' work, the server is also recognized and valued as a person. On the other hand, servers can be repelled by pressure from colleagues. It discouraged them from providing the good service. What's more, pressure can affect the good service and the recognition of the other person. Instead of having the other person's satisfaction as his main goal, the server's concentration goes to his colleague's satisfaction or good recognition. The server is no longer looking to aid another person than himself.

Servers showed that their service was meaningful through their acts. They were ready to make an extra effort and to look at details in order to aid the other person. Because they found a concrete and unique person there, they were willing to serve. This happens unconsciously. The server does not think that there is a person, who is relevant, but the service affects that person directly and therefore the service has value. But the server is concerned during the service to satisfy and help that person. He observes the person and tries to discover what is better for him and what reactions he has from the service.

Different customers had different necessities. These differences render the service individual and distinctive each time. Customers are not pre-ordered and the same may not go for everyone. The server needs to recognize what is good service to the customer. In one case it was to talk in the same language: in another was to consider the time of arrival. Each case had its own peculiarities, but in all of them the server found a connection between the meaning and the customer. This meaning of service was the person. A unique and personal service is provided because there is a person involved. The service refers to a concrete person, a genuine person, and therefore the effort is worthy. The server sees in the service a person with dreams, needs, wants, and expectations. The meaning and importance of the service in this study proved to be not the service itself, but the receiver of the service.

Through the service, the server recognizes a person with a whole world inside. There is also the possibility of getting to know that person by interacting with him. In this study, servers showed that they want to give their time to customers in order to render a good service. By giving the necessary time and getting to know the person, the service is not a mere transaction, but it affects and improves the persons who are involved. After a service, neither the server nor the customer is left the same. Both are recognized and valued. The server makes an influence on a person's life. But even if he notices or does not notice, he himself is the one who is influenced the most. Through service, the server gets the possibility to give to another person. He enriches himself by serving another person. In the research it was clear that after a service to another persons, when the server really gave it all, he was satisfied.

5.2   Understanding the meaning of service and motivation

In order to provide the correct service, the server needs to understand why that service is meaningful for that person. When the understanding of a concrete person's situation is reached, the meaning of the service comes automatically. A greater understanding of the meaning of the service for the customer is influenced by:

1. The attitude and reaction of the server towards the customer, which can be either active or passive. Some servers seemed to get involved and even engaged in the service, whereas others were ready for the next customer.
2. The server's initiative to serve and to go the extra mile, to surprise and to take care of the details or just to provide the minimal needed and compulsory service. Servers seemed to have more initiative when they understand the importance of the service for the client.
3. The acknowledgement of the service's value.
4. The type of memory, either positive or negative, that the employee is left with. Together with it, this influences the attitude of the server in the next service.

When the employee *understands,* either during or after, that the service is something *important* for the customer, he endeavors to render the best service and is left with a

good feeling. The server was ready to carry a service, which requires more effort if it was meaningful to the customer. The server first wants to serve the person and as a consequence he is satisfied. These services were related to personal service, to the necessity of a concrete customer.

This study also showed that the server's understanding of the situation aids his willingness to serve. Through the intelligence and will, the human being is capable of inventing new things to transform reality, as stated in the literature review. By serving and putting an effort, servers showed that they wanted to render a good service and create something for the customer. They were willing to serve another person because they understood the importance of that person and his necessity. The server cannot give a good service if he does not want to give it, even though he understands. However, understanding aids the server to want to give it all.

There is a meaning of the service and when the server understands it and applies it to a concrete person in a concrete situation, he decides to act and to provide the service with all its consequences. The server has the capacity to identify himself with the person in question, and the server takes the enterprise as his own. The understanding of the person, the situation and therefore the value of service create engagement and satisfaction.

With this, we move to discuss the motivation that providing good service and its value understanding gives to the server. The motivation, as said in the literature review, has three scopes: mechanical, psychosocial and humanistic. The combination of the three scopes produces engagement. As seen in this study, good service needs quality and effectiveness. The service cannot be good if the room, or the equipment of the hotel is not appropriate. The work environment and the server's growth are also fundamental. If the server was not in a good work environment, he was not able to provide the service. The third scope, in combination with the other two, makes the service effective. The study showed that the server is motivated by the other person's satisfaction. He wants the customer to receive a service according to his needs and that the service is meaningful to him. In the moment that the server is not able to serve according to the

customer's needs, he was not satisfied with the service. The only consolation was that the server gave all that he could, however it was not sufficient for his personal satisfaction.

Also, customers complained or were dissatisfied mainly about the mechanical level of the service. However, a surprise, details or a solution to a problem involved compensations that addressed the intersubjectivity of the person. The server acknowledges the customer as a person. Customer and server talk, share experiences, or show gratitude from a service. The narratives showed that the server opened himself to the customer and that he really cares about his needs. Taking care of the details when providing a service, or giving a surprise even though it was not compulsory, or even by putting all the effort to carry out the service until the end, showed materially the humanistic scope in the motivation from service. Without it the person cannot be engaged with a service.

The different types of services showed that the server understood the variety of persons that he was serving. Each of them needed something different. The hotel has some basic services, which include accommodation, shelter, nourishment, etc. However, the good service was reached when the personal service was provided. The server took care of a specific need, and the client was satisfied.

In some situations, servers got frustrated when a good service was not provided. They understand the value of that service, but they are unable to provide it. This frustrated the servers. When a server gives it all by rendering a service, he opens himself to the others. It is frustrating and demotivating that the other person does not accept it, either because he does not want to or cannot take it. Whichever the case, the server has the impression that, even though he wants to aid, he is not able to do so. He is not providing a good service to another person and he has not achieved his aim.

Understanding the value of service required reflection. Servers consider the meaning of their work either actively or passively. Whichever the case, the interviews incited the active reflection of the servers about the meaning of service. It is also clear that servers question the worth of the work they are doing. Several times during the interviews

servers said, "that is why I work in customer service." Without going into deep reflection, servers understand the transcendence of their service. They wanted to aid the customer. When servers provide a good service, they understand that service is their best way to actualize themselves and to reach satisfaction.

5.3   Work is service to the person and to the society

Finally the last part of the discussions refers to the work that the server realizes and the influence towards his life and the lives of others. This work is a service to the person and to society. From this servers received the highest motivation to provide good service. Working in hotels involves interacting with other people; there are stories, cultures, and new experiences that come all the time. From the narratives, it was clear that every single day was different. However, service was included in a daily routine at work that gave security. It was also seen that the interaction with different people enriched the server. Others were culturally rich and the server enriched himself from it.

The hotel puts a foundation and a system so the server can provide the service. Between the servers and their experiences a whole structure is improved so personal service can be provided. From individual incidents, new solutions are developed for future services. Servers then get a guideline that they can follow. But it is only the servers at a given situation that carry the service out in their own way. They are motivated when they have the opportunity to develop a new solution by putting a unique touch to each service. No two customers are alike. The structure that brings quality only assures effectiveness if each server is available for each customer in a concrete situation. Each server makes the difference for each customer with the help of the organization.

Everywhere people serve others constantly. Even more, the hospitality industry is an industry that predisposes the employee to serve. The availability of the employee shows it. An employee working in a hotel, and in this concrete case, in the reception, is a person that looks forward to helping another person as soon as he has the possibility. He is almost automatically thinking about the other person and his needs. His main goal is to aid the other person and to become a server. From the results, it is assumed that the server knows at least passively that the other person is important because he is

a person. And by rendering the service through his professional work, the server admits, corroborates and confirms the value of that other person. Workers in the hospitality industry have service as the foundation of their profession. And the foundation of the service is the person.

In the hospitality industry service to the person is clearly seen. This helps the server to develop as a person and reach self-actualization. It was clearly seen in the thesis that after a good service the server was left satisfied. Customers are clearly influenced by good service; they appreciate it. Servers are attached to good service and hold it in high regard. They are satisfied when the service is good, when they aid the customer, give all that they can and show the importance of the person through the service. Servers look forward to rendering service to another person.

6 Conclusions

The number of people that are willing to serve is remarkable. This study shows that servers want to give of themselves so others can be satisfied and content. However, it is even more remarkable that the satisfaction and joy which servers receive resides in providing a good service. They are gratified. This is what makes work and service matter. In a service, according to this study, there are persons involved, someone who is in need and who is important, and someone who is willing to aid and to look for the satisfaction of another person.

Good service creates a relation. Service gives place to intersubjectivity. This study confirms that the person gets the possibility to open his inner world, to manifest it, to think about others, and to get satisfaction out of it. The person, as a social being, needs to relate to others, to be recognized by others and to appreciate others. The study shows that the server is recognizing another person by giving a good service. He really cares for the other person, and a good feeling fills the server. Even more, the server is recognizing the other person and himself as valuable. This is followed by a positive influence in the hotel where they work, in the society where they live. It is a chain reaction.

Through service, the server has the possibility to give himself to others. By recognizing the other person and giving the service, the server showed the person's value. Looking for other's satisfaction is what makes the person satisfied and through reflection the person understands it. The research proved that a sign of gratitude or feedback from customers initiates a reflection about the value of service. The server realizes that from a service, he gets something immaterial back. A relation with others activates the person, and gives more energy to the server. A good service creates a relationship that can last even for future services. This creates satisfaction for the customer and the server, which motivates him profoundly to carry out his work well. He reaches self-actualization.

In conclusion the value of service resides in the value of the person who is being served and the person who is serving. The employee realizes, mainly passively, the positive impact that he has towards other people's lives, society and his own life. This shows that service has a real meaning upon which employees need to reflect. In addition, assisting and satisfying others proved to be a considerably important motive for the employee to serve well.

6.1   Trustworthiness

For a research to be reliable, it is fundamental to have an understanding of the process, structure and possible failures. The data must be collected according to the general recommendation and the analysis needs to be systematically done. In the analysis, was fundamental to distinguish the server's personal definition of good service from the act that actually showed it, together with its meaning.

While collecting and analyzing the data, it was essential to keep the attention on the aim of the research. During the interview, the interviewees had some difficulties to tell good service instances and fall on defining concepts. The interviewee had to redirect smoothly the conversation to its purpose without influencing the stories or comments that they could say. The intervention of the interviewer was minimal. During the analysis, there was a large amount of data; the researcher could have easily lost the point of view of the servers. However, a systematic approach of the data made possible the reliability of the results. The different factors that build the process of good service were assessed in order to systematize the results. This procedure avoid that the results would be merely random examples.

The data produce a considerable amount of information. The analysis of it could have been done though several methods and from different points of view. More comparison between the servers' situation, age and experience could have been done. However, the thesis needed to be narrowed down. Only relevant factors that affected the server and good service were taken into consideration. The analysis took into consideration the value of good service from the server point of view.

6.2   Learning Process

The thesis process lasted one and a half year. It is considered a long period of time to complete the research. The positive side of this was the development that the research topic acquired through out the time. The author was able to understand and get involved deeply into the topic. However, some aspect of the process could have been done better. A clear evaluation of the learning process would be achieved through the theses process.

The fist phase of the process was the topic selection. The initial idea was the author's interest on a transcendental meaning of service and how classmates and teachers almost did not talk about it. However, only through reading and the supervisor's advises, the topic was chosen and narrowed down. At the same time the literature review was completed. For this reason, the repetition of ideas and an unsystematic approach of the topic were done. This caused that the text was modified numerous times until a consistent and organize structure took place. The author found well-explained theories with a philosophical point of view, but with practical implications for the hospitality industry.

After the aims were set, and the main idea was chosen, the empirical research took place. The author chose four luxury or boutique hotels in Helsinki city center. The supervisor suggested the method for data collection, but the author decided the amount of interviews, the sample criterion and the hotels in question. The number of interviews could have been lower since qualitative research is not about quantity, and an even more in-depth analysis could have been done. However, the variety of these gave a more complete and detailed service process. In order to report results and discussion, the author needed to be critical and professional. Conclusions were withdrawn from the industry point of view. The whole process was complex and extensive, but worthy. The research has been carried out with the necessary diligence and the results contribute to the hospitality industry development.

6.3   Future Implications

The results form this study have several implications for educational centers and the hospitality industry.

After this study it is clearly seen that the educational centers related to hospitality industry might take into consideration the need of a deeper understanding of the value of service. Servers have an understanding of the meaning of service on a passive stage. However, an implementation of a course about the person, his importance, the influence of work on his life and on society and the meaning of the service would be fundamental. Servers need to reflect more on the transcendence of their daily activity, on the meaning of it for others, and especially on the meaning for them.

The hospitality industry, and more concretely hotels and hoteliers might consider introducing the discussion of the topic in their working environment. The reflection and understanding of the meaning of service has fundamental consequences for companies. If servers acknowledge the meaning of their work, they would more likely be fully involved and engaged with the service. This would have an impact on the satisfaction of the customers and employees as well as on the revenues. Concretely, hotels could implement a training program where servers become conscious of the transcendence of their work. It should include the importance of each person, his dependence and the server position as assistant of the person. Servers would have the time and opportunity to reflect on the topic. Then in practice, they will have a stronger vision of the motive of their work, which in turn will bring about a solid motivation. Servers, on all levels of the organization, would be able to reach self-actualization and satisfaction while serving society.

6.4   Limitations and ideas for future studies

This study established the value of good service. However, the four hotels involved were service-driven hotels with similar corporate missions in the city center of Helsinki. Also, the interviews were only conducted on receptionists. The study shows a view

of the current situation of a specific position in a hotel. In the future, it would be of value to conduct research on the value of the service in the following areas.

1. Different positions in hotels. Employees included in the study could have either face-to-face contact with the client or not. However, they would not have any sort of influence on the customer and on his circumstances. Servers in operational and corporate areas of the hotel could also be taken into consideration.
2. Different types of hotels. For the present research, high-end hotels were taken into the study. However, for future research business, middle class and budget hotels should be included. The different types of aims when providing a service could be compared and contrasted with the motivation and the meaning of the service for employees.
3. Experience vs. initial enthusiasm. A comparison of the motives that drive good service of hospitality students and servers with years of experience would be also relevant. The influence of past services toward motivation and the understanding of service's meaning could be appreciated. This could produce in the future different training methods to develop a better understanding of the service's value.

The continuity of this research topic is fundamental for the hospitality industry. It provides servers with deep motivation to work well. Moreover, the motivations that cause good service do influence the life of the persons involved and the society where they live. This topic is fundamental for the industry, the society and the person.

References

Aranguren, J. 2006. Ricardo Yepes, In memoriam. Universidad de Navarra. Pamplona. URL: http://www.leonardopolo.net/docs/RYepesInmemoriam.pdf. Accessed: 13 Apr 2014.

Barrio, JM. 1999. Los limites de la libertad. Rialp. Madrid, Spain. URL: http://books.google.fi/books?id=25hy8Px8ujoC&printsec=frontcover&hl=es#v=one page&q&f=false. Accessed: 11 Jan 2013.

Benveniste, E. 1973. Indo-European language and society. Mini linguistic series no.12. University of Miami.

Björkqvist, A. 16 Sep 2013. Program Dierector. HAAGA-HELIA University of Applied Sciences. Welcoming speech. Helsinki. Finland.

Bowie, D. Buttle, F. 2011. Hospitality marketing: an introduction. 2nd Edition. Butterworth-Heinemann, Amsterdam.

Brotherton, B. 1999. Towards a definitive view of the nature of hospitality and hospitality management. International Journal of contemporary hospitality management. Vol. 11/4. 165-173.

Carr, A. 2011. Positive Psychology. The science of Happiness and human strengths. Second edition. Routledge. New York.

Chirinos, M. 2012. Juicios y prejuicios en torno al trabajo manual. Acta Philosophica. Rivista internazionale di filosofia. 21, 1, pp. 173- 188. Universidad Pontificia de la Santa Cruz. Rome

Chirinos, M. 2009. Everyday Life: Philosophical Roots and Proposals for an Interdisciplinary Debate. Conference "Feminist Research Methods", Center for Gender Studies, Stockholm University, Stockholm.

Chirinos, M. 2007. Hospitalidad y Amistad en la cosmovision griega. φιλία:Riflessioni sull'amicizia, ed. M. D'Avenia - A. Acerbi, Edusc, Rome. P.43-48.

Chirinos, M. 2006. Claves para una antropología del trabajo. Eunsa. Ediciones Universidad De Navarra. Spain.

Chirinos, M. 2005. La casa de Odiseo. Il ritorno a casa. Edizioni Universita della Santa Croce, Rome, 197- 205.

Claremont Graduate University. 2014. Mihaly Csikszentmihalyi. URL: http://www.cgu.edu/pages/4751.asp. Accessed: 14 Apr 2014.

Clark, M. 2002. The personalism of Karol Wojtyla. In Buford, T. & Oliver, H. Personalism Revisited: Its Proponents and Critics. pp. 326-344. Histories and addresses of philosophical societies, Nide 124/ Value inquiry book series. URL: http://books.google.fi/books?id=w8C6MsXnmM8C&printsec=frontcover&hl=fi#v=onepage&q&f=false. Accessed: 24 Mar14

Csikszentmihalyi, M. 2003. Good Business. Leadership, flow and the making of meaning. Peanguin Group. New York.

Chalmeta, G. 2003. Ética social. Familia, profesión y ciudadanía. Second edition. Iniciación Filosófica. EUNSA. Navarra.

Edith, S. 2009. Potency and Act: Studies Toward a Philosophy of Being. Stein ICS Publications. URL: http://books.google.fi/books?id=FjDOGd7wnSoC&printsec=frontcover&hl=fi#v=onepage&q&f=false. Accessed: 20 Nov 2013.

Eguíbar, M. 2001. Work, Frienship and good humor. Second edition. Testimonios mc. Palabra. Madrid.

Elo, S. & Kyngäs, H. 2007. The qualitative content analysis process. Journal of Adavanced Nursing research Methodology. 62 (1), 107-115. Oulu. Finland.

Esin, C. Narrative analysis Approaches. In Nollaig, F. 2011. Qualitative Research Methods in psychology: Combining Core Approaches. Pp.90 - 120. McGraw- Hill International. URL:
http://books.google.fi/books?id=_ztcAgAAQBAJ&printsec=frontcover&hl=fi#v=onepage&q&f=false. Accessed: 1 Apr 2014.

Fernandez-Burillo, S. 2005. Curso de Filosofia elemental. URL: http://arvo.net/curso-filosofia-elemental/gmx-tag1007.htm. Accessed: 12 Jan 13

Fitzsimmons, A. Fitzsimmons, J., 2011. Service Management. Operations, strategy, information technology. 11th Edition. Mc Graw-Hill International Edition. New York.

Frankl, V. 2004. Man's search for meaning. The classic tribute to hope from the holocaust. Rider books. UK.

Gardner, H. Csikszentmihalyi, M., Damon, W. 2001. Good Work. When excellence and ethics meet. Basics books. Perseus Book Group. New York.

Hill, C. & Jones, G. 2008. Essentials of Strategic Management. 2nd edition. Cengage Learning. URL:
http://books.google.fi/books?id=Sy8vejqbcocC&printsec=frontcover&hl=fi&source=gbs_book_similarbooks#v=snippet&q=mission&f=false. Accessed: 16 Apr 2014.

Jennifer, G. & Jones, R. 2011. Understanding and Managing Organizational Behavior. 6th Edition. Prentice Hall. New Jersey. USA.

Johnson, G. Whittington, R. & Scholes, K. 2011. Exploring Strategy: Text & Cases. 9th edition. Financial Times Prentice Hall. Harlow, UK.

Kahneman, D. 2011. Thinking fast and slow. Pearson. South Africa.

Klaus, P. & Maklan, S. 2007. The role of brands in a service-dominated World. Brand Management, 15, 2, pp. 115-122.

Kotler, P. & Armstrong, G. 2008. Principles of Marketing. 12th ed. Pearson Education. U.S.

Llano, A. 2002. La vida lograda. Ariel. Barcelona.

MacIntyre, A. 2001. Dependent Rational Animals: Why Human Beings Need the Virtues. Open court. East Lake Street. Chicago.

Marée, J. 15 Jan 2013. Visitor Lecturer. HAAGA-HELIA University of Applied Sciences. Concept development course. Helsinki. Finland.

Marshall, C. & Gretchen B. Rossman 2006, 101. 4th edition. Sage. URL: http://www.sagepub.com/upm-data/10985_Chapter_4.pdf Accessed: 1 Dec 2013.

Martinez, R. 2006. El servicio en realcion al hombre. Pi Factor Humano. Tlajomulco de Z., Jalisco.

Meirans, B. 4 Nov 2013. Former director of The English school. Discussion about Freedom and dependency. Finland.

Meirans, B. 8 Nov 2013. Former director of The English school. Discussion about the value of the person. Finland.

Meirans, B. 17 Apr 2014. Former director of The English school. Discussion about interdependency. Finland.

Muijs, D. 2004. Doing Quantitative Research in Education. Sage Publications Ltd. URL: http://www.sagepub.com/upm-data/36869_muijs.pdf. Accessed 27.10.2013.

Navarra University. 2014. Instituto Empresa y Humanismo. URL: http://www.unav.edu/centro/empresayhumanismo/German%20Eduardo%20Serran o. Accessed: 14 Apr 2014.

Oxford dictionary. Oxford university press. Virtual. 2013. URL: http://oald8.oxfordlearnersdictionaries.com/dictionary/potentiality. Accessed: 2 Oct 2013.

Oxford Dictionary of English. 2010. 3rd edition. Oxford University Press.

Piura University. 2014. Humanistic Department. URL: http://udep.edu.pe/humanidades/maria_pia_chirinos.html. Accessed: 13 Apr 2014.

Rackham, H. 1934. Aristotle. *Nicomachean Ethics* . Aristotle in 23 Volumes, Vol. 19, translated by H. Rackham. Cambridge, MA, Harvard University Press; London, William Heinemann Ltd. 1934. URL: http://www.perseus.tufts.edu/hopper/text?doc=Perseus%3Atext%3A1999.01.0054% 3Abekker%20page%3D1139b%3Abekker%20line%3D1. Accessed: 1 Oct 2013.

Reynolds, T. & Gutman, J. 2009. Model: Means-End Analysis. Identity and Image. EURIB, European Institute for Brand Management. URL: http://www.eurib.org/en/knowledge-resource-centre/online-recource-centre/identity-and-image.html. Accessed: 11 Jan 13.

Sabana University, 2014. DSPACE URL: http://hdl.handle.net/10818/9871. Accessed: 12 Apr 2014.

Sarmiento, A., Trigo, T. & Molina, E. 2006. Moral de la persona. EUSA. Ediciones universidad de Navarra. Pamplona.

Torello, J. 2003. Psicología abierta. Forth edition. Rialp. Madrid.

Sandelowski, M. 1991. Telling stories: Narrative Approaches in Qualitative Research. IMAGE: Journal of nursing scholarship. 23, 3. North Carolina.

Schermerhorn, R. 2011. Exploring management. Third edition. John Wiley & Sons. URL:http://books.google.fi/books?id=qNVP2L6iKi0C&printsec=frontcover&hl=fi#v=onepage&q&f=false. Accessed: 20 Nov 2013.

Schwandt, T. 2001. Dictionary of Qualitative inquiry. Second Edition. Sage Publications. London.

Serrano, G. 2011. Managerial competencies: Aristotelian thought and current approaches. Doctoral Theses. Enterprise and humanistic institute. Navarra University.

Silverman, D. 2011. Interpreting Qualitative Data. A guide to the principles of qualitative research. 4 edition. Sage. London.

Smith, C. 2000. Content Analysis and Narrative Analysis. In Reis, T. & Judd, M., 2000. Handbook of Research Methods in Social and Personality Psychology. Pp 313-335. Cambridge University Press. URL:
http://www.cambridge.org/us/academic/subjects/psychology/social-psychology/handbook-research-methods-social-and-personality-psychology. Accessed: 24.3.2014.

Social Trends Institute, 2014. Experts. URL:
http://www.socialtrendsinstitute.org/experts/all/maria-pia-chirinos. Accessed: 13 Apr
2014.

Soto-Bruna, M. 2006. Servicio y Excelencia. CEICID. Av. Bayona 24, 31011 Pamplo-
na.

Statistics Finland. Gross domestic product by industry (TOL 2008), %.
URL: http://www.tilastokeskus.fi/tup/suoluk/suoluk_kansantalous_en.html, Ac-
cessed: 11 Jan 13.

Sturman, M., Corgel, J. & Verma, R. 2011. Administration on Hospitality: Cutting
Edge thinking and practice. Chornnel University. John Wiley & Sons, Inc. New Jersey.
URL:
http://books.google.fi/books?id=oTRpWvathMC&printsec=frontcover&hl=fi#v=on
epage&q&f=false. Accessed: 15 Feb 2013.

Termes, R. 2005. Los valores de la empresa. Itsmo 284. ULR:
http://istmo.mx/2006/05/los_valores_esenciales_de_la_empresa/. Accessed: 28 May
2013.

Termes, R. 1998. El modelo antropológico de dirección de empresas. Jornada de Estu-
dio para Empresarios organizada por la Universidad Internacional de Catalu-
ña Montbrió. URL: http://web.iese.edu/rtermes/acer/acer205.htm. Accessed: 31 May
2013.

Wojtyla, K. 1979. The acting person. Anna-Teresa Tymieniecka. The world Institute
fro advanced phenomenological research and learning. Reidel Publishing company.
Holland.

Yepes, R. & Aranguren, J. 2003. Fundamentos de Antropología. Un ideal de la ex-
celecia humana. 6th edition. Filosofica. EUNSA. Navarra.

Young Hotelier Summit. 20 March 2013. Challenge's presentation by Starwood.

Attachments

Attachment 1. Interview out line

Interview

1. Introduction. Could you make a summary of your work experience? Which kind of work have you been doing?

2. Tails of good service experience. Think in a time or a situation when you gave a good service, that you experience you have done well. Could you tell me about it?

- How did it feel?

- What did you think about your self?

- What did it mean to the customer?

- How do you think it was good?

- What is good there?

- What did the customer do or feel?

- What concrete things did you see

- Was anything else that was good? How did you serve? In small details? Concrete aspects of the service?

- And then what happened?

4. Next experience

5. Next experience. This time, could it be of a negative situation, where you (the server) think that you have provided a good service?

Attachment 2. Contact email

Dear XXX,

I am a student of Hospitality Management at Haaga-Helia AMK. At the present I am conducting a research for my bachelor thesis about the good service and its influences toward employees in the hospitality industry. For that reason I would need to conduct interviews to employees that are dealing with face to face customers in different hotels and restaurants in Helsinki. I would like to ask is it possible for me to get in contact, trough the department manager, with some of the employees, such as receptionists, waitress, and housekeepers from Hotel XXX? Each interview will take about 15 minutes per each employee. I aim to have about 3 to 5 employees from each company.

Do you think I could get the contact with each department manager and make the interviews to the employees of the Hotel XXX?

Best Regards,

Maria Cervantes
Student - Bachelor in Hospitality Management Degree Programme
HAAGA-HELIA University of Applied Sciences
Pajuniityntie 11, Helsinki, Finland FI-00320
Email
Mobile

Attachment 3. Example of long and short narrative

- Long Narrative

No totta noi niin.. Tarinoita tule heti paljon mieleen kun meillä on tämmöinen pieni
hotelli missä meillä on kaksi henkilökunnan jäsenotossa vastanotossa, meillä on yleensä
paljon aika auttaa asiakaita ja sitten meillä on periaatteessa viiden tähden hotelli tai luk-
sus hotelli kuuluu myös senkin palvelunelettä me yritetään auttaa kaikissa asioissa vaik-
ka olisi omituisia pyyntöjä… niin niin.. mutta tarinoita on paljon…mutta minä mietin
nyt vahan erikoisenpa että vahan aika sitten sattui.. oli semmoinen… aaa vahan eri-
koinen pyyntö meillä oli semmoinen perhe kunta jotka on pitkän tehnyt tällä suomessa
tuon X:n kanssa yhteys työttä ja ne ovat tällä vapaa-ajan matkalla ja sitten yksi näistä, ne
olivat vahan vanhempia ja semmoisia viisi kuusi kymppiä asiakaita ja heillä on lapsia ja
niin. Totta yksi naista hereistä niin pyysi multa vastanotossa semmoinen valkoista
ruusuketta ja en tiennyt yhtään mitään se tarkoitti mutta se oli tämmöinen kunnia
merkki ja sitten me lähdin siitä totta pyysin jos voisi pieni hetki odottaa ja vaikka soitan
teille takaisin. piti soitta semmoinen suomeen säästy talolle ja ritari kunta ja vaikka
minne ja sitten löysin tämmöinen mistä tämä kunnia merkki voi saada kun en aliperi
olenkaan ikinä olen kuulutkaan siitä ja sitten totta loppulopuksi kävi ilmeen toi oli
piennein pieni toimisto tuolla Pasilassa mikä oli auki vain kaksi tuntia päivässä joka myi
naita erikoinen kunnia merkki. Se oli semmoinen niin kuin pinssi. Ja sitten ne herrat
olivat tähän vastanottoja ja niillä oli puoli tuntia ennen kuin se meni se liike kiinni ja
sitten minä tilasin äkkiä heille taksia ja he lähtivät sinne aika innoissaan että se on vahan
seikkailu koska se on vahan kauempana keskustasta ja kaikkia…ja sitten loppupuuksi
he löytyivät sen. Olivat tosi tutuvaisia sitä koska se olisi ollut heille aika vaikea selvitä
sitä mistä sen saa mutta se oli semmoinen erikoinen tapaus ja he olivat tosi tyytyväisiä
Tuli tosi hyvä mieli. Se on minun mielestä tosi hauska kun tule tommoisia erikoisia
pyyntöjä sinä opit itsekin paljon. Ma opin tekemään, tai tieteemaan semmoista joista
mulla ei ole aika tai mitään kokemusta tai mitään tietoa se oli hauska ja sillä tuli hyvä
mieli.
Asiakkaat olivat tosi kiitollisia ja totta no niin en ollut itse tällä silloin kun he olivat
käyneet mutta he olivat käyneet kitamassa ja sanomassa että se onnistu että kaikki meni
hyvin että kylä he olivat tosi tyytyväisiä ja kaikkein kaikkea se ryhmä oli ollut tosi

tyytyväinen kaikkein. Heillä oli paljon vaativia ja niin saa olla kun tulet hyvä hoteliin, mutta olivat sitten todella tyytyväisiä ja jäätivät meille vielä iso tippiin kiitoksiksesi.

- Short Narrative

Eräs tapaus oli nainen joka on itse hotelli alalla, hän johtaa hotelli. En tiennyt ja tein kaikki. Normaali check-in, oli aika ja lähdin asiakkaan mukaan, näytin huoneessa ja hän yllättyy. Hän oli… niin… todella iloinen ja antoi palautetta siitä ja että ihana on sellainen palvelu olemassa.

Attachment 4. Trial analysis of five narratives

S . Cliente importante	7 viejitos	37 mcqueen	17 detalles	22 ayudar
El cliente seguro de algo pero el empleado no, de todas maneras intenta. C. nervosa / robaron selos E - tiefysti: Claro que le preocupa la situación — No es mi culpa Me importa (na?) No es mi culpa pero ayudo C. Que llamen! E. llamamos! (aun que el empleado no lo considera importante, xq es del cliente, si lo es) C. Preocupada E. xq están importante? (Primero es como un deber ... pero es una persona) En el último momento. De imposible a posible E - un empleado / antes se pensaba q los roba / pero lo enmienda E. los trajeron en su tiempo libre al hotel: NO era un deber pero quería hacerlo. "tiempo libre" resalta el que lo quería hacer. LLoro / Manifesto mmm para ella son importantes	E- Temeles en la vida diarios Entra en un momento personal del cliente Cliente importante / FIKSU ikonta C - viaje facil / cómodo Accidente Cambio de planes Tristes E - Ayudar mucho Les causa ternura El cliente queda en sus manos. availability "De mi depende" Sentido de responsabilidad More important good service if C. really needs C. Vulnerable inseguro E. Da ánimos, Contacta doctor Idioma Empleado es la seguridad que el cliente no tiene En lo inpensable .... En lo sin sentido el E ayuda... Buen servicio / Ayudar en ESO q necesita. Tomarse la molestia Cliente nervioso, inseguro E- Fuerza que a gusta E - describe Obstáculos	E- C has its own world C - has something merkittävä! E - can't give it Interés real x el C. "Regalo" Investiga "no da igual" E. se toma el tiempo dinero (no mucho) Sorprender E - se da cuenta que es importante para ellos C - se da cuenta que es acogido y que eso que es importante para él, lo es tmb para el empleado BOTH - se reconoce querido - se da cuenta que puede querer no es dinero, pero la iniciativa de agradar, hacer algo especial. DARSE al cliente crea alegría Agradecimiento	E- Como fue todo → feedback C. Pieni human kokemus → details → personal likes E - Minä voin tärkkisi Se moja el empleado promete arreglarlo aun q sean "detalles" "gustos personales" Ve que la persona tiene unos gustos y la quiere satisfacer → No es necesario tracendental material pero da gusto al cliente E- Do all possible → give it / try it All C- Agradece → Escuchar → Recordar Que lo toman en cuenta Intersubjetividad	E- era conocido C contaba lo q traía adentro "k äikesta" Sus intereses y necesidades Diálogo Trato personal No uno más E-sabe la cosa muy PERSONA. Se pone en la posisión del cliente ENTIENDE RECONOCE que HAY OTRA PERSONA Ayudar en lo que se necesite E- q era importante Para la mujer era importante C- mesage de gracias E- le encanto! E-se da cuenta que es importante para ellos
tunteellista Arvoa C. Agradece Great Service Durante E. No es mi culpa ni siquiera! Primero me enoje con el C., después ENTENDI Actitud cambia cuando se ENTIENDE / COMPRENDE a la otra persona Estres general / Alegría Lentes en si nada en el sig- detrás E: des escribe obstáculos... RESPETO ETI -NOPEUS "Paho illamme tietysti" "murra ei minun syy" aunque pienso lo contrario o lo que el cliente pide Cambio de ACTITUD	E- ve al cliente como superior FIKSU, aikuinen → lo ve tmb vulnerable, preocupado con problemas ... C. Feliz Agradecimiento E- Apesar de todo ... Fucas I - los dos lo recordamos más tiempo E - demostrar lo general que es finlandia E - Yo tmb valgo y se sentir bien Buen orgullo!	C. manifiesta lo que tiene dentro → E. lo hace suyo y Sorprende E. Ottaa hromio Real care Interés real cuando es importante para el cliente "Personal Factor"	mucho agradecimiento → Inmaterial benefit → reconocimiento Placer Alegría Mira a los ojos Gracias Laura! → quiero hacer esto SIEMPRE → Beneficios preguntar Escuchar Sorprender! → extra service Tomar en cuenta verdaderamente lo q el otro quiere "Kiitti Huh Zokottaan" se tomó la molestia → cuando algo especial	GS- lo das todo te pones en la posisión del cliente → Por eso hay q entender RECONOCERLO E- Mi trabajo es ayudarte! → Ella espera lo mismo de los demás Da lo que a ella le gustaría que le den. "Me pongo en su lugar." Necesita E- Fácil / Buenos C's Fácil cosa Natural interesarse

Attachment 5. Complete and detailed service process according to the 68 narratives