



Master Facility & Real Estate Management

MSc Facility Management

Title assignment: **Did I understand it right?** *A research of clients' experience of hospitality of foodservice employees in mental healthcare organisations*

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Academic year: 2015-2016

Date: 11-09-2015

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Background: This research focused on the client's experience of hospitality connected to foodservice employees in mental healthcare organisations. This study is a first step in researching the following four hospitality aspects: friendliness, empathy, time and knowledge of foodservice employees.

Purpose: The main purpose of this research is to gain information about the influence of hospitality of foodservice employees on client satisfaction in mental healthcare organisations

Methods: In this research forty elderly in nursing homes and homes for the elderly filled in a self-developed questionnaire. This questionnaire consists of open and closed questions. The results of the outcome are used as input for interviews. Eight elderly in nursing homes and homes for the elderly gave their opinion and experience. The interviews were recorded and transcribed. The results are analysed in accordance with the coding method.

Results: This research found out that friendliness has the most influence on client satisfaction. Second, time is the most important, followed by knowledge. Finally empathy scores as lowest on importance of hospitality aspects.

Conclusions: Overall it can be concluded that the hospitality of foodservice employees has a positive influence on client satisfaction. Almost all respondents and interviewees were satisfied with the hospitality of the employees. However, it is important that the employees are friendly in a natural way and do not see friendliness as an obligation. The four hospitality concepts, specifically friendliness and empathy, have a positive influence on client satisfaction because it makes them feel that they count and that they can express their feelings and emotions.

Abstract

Did I understand it right? This research is focused on the client's experience of hospitality connected to foodservice employees in mental healthcare organisations. Since hospitality, part of the facility management department, is a hot topic in the field of mental healthcare, different serious hospitality concepts and better environments have been developed. However, hospitality also has a soft side, such as the clients' experience with foodservice employees in mental healthcare organisations. Many quantitative researches have already been conducted on client satisfaction with the environment, the quality of food, and the quality of cleanliness, but none have been conducted from a qualitative point of view. This research is the first step in answering the question: 'What is the influence of the hospitality of foodservice employees in mental healthcare organisations on client satisfaction?' With this research study, insight and underlying information will be gained to improve understanding about the hospitality experience of clients in mental healthcare organisations.

This research was completed at three of the four locations of the mental healthcare organisation *Zinzia Zorggroep*. Using questionnaires and interviews, the following propositions were tested for their validity or invalidity: (proposition 1) hospitality of foodservice employees has a positive effect on client satisfaction; (proposition 2) the higher the empathy of foodservice employees, the higher the client satisfaction; (proposition 3) the higher the friendliness of foodservice employees, the higher the client satisfaction; (proposition 4) the more time a foodservice employee spends on a client, the more satisfied the client will be; and (proposition 5) the higher the knowledge of foodservice employees, the higher the client satisfaction. The most important result from this research is that employees being friendly and demonstrating empathy has a positive influence on client satisfaction. Since this is a first step in researching these four hospitality aspects, carrying out further quantitative research involving more mental healthcare organisations and a bigger sample size is recommended so that the results can be generalised for the whole population.

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1 Introduction

Mental healthcare organisations exist for people who are in need of mental healthcare. Approximately a quarter of the Dutch population will experience mental health problems at a certain time in their life that will mandate professional help. The objective of mental healthcare organisations is to prevent mental health problems. However, when individuals experience mental health problems that cannot be prevented, the objective is to provide them with professional help so that they can live their lives as normally as possible (Nationale zorggids, 2015). Facility management is one of the departments within mental health organisations that can add value to the lives of clients experiencing mental health problems. Many research studies have shown that patient environment – in the broadest sense of the word – can have a positive influence on the hospitality experience and well-being of people in healthcare organisations (Van Dijk, 2013; Fottler et al., 2000). As previously described, one of the objectives of mental healthcare organisations is to provide people with professional help so that they can live their lives as normally as possible. One of the key aspects of this objective is food. In accordance with Koc and Welsh (2002), the food is about more than just consumption; Food plays a key role in human socialisation. It is pivotal in developing an awareness of body and self (Koc and Welsh, 2002).

Facility management is highly involved in food service in mental healthcare organisations. Facility management is responsible for food procurement, quality and safety, and the hospitality of employees. In other words, facility management is responsible for the food and service processes in mental healthcare organisations (Penninx, 2013; Van Delft, 2013; Alflen, 2008). The role of facility management in healthcare organisations has been changing. For example, the change of the budgetary system in healthcare to a performance-driven financial system has stimulated competition (Van der Voordt and van der Zwart, 2011). By using a more efficient way of working in healthcare and focussing more on hospitality, the facility manager is able to reduce costs and increase the quality of healthcare (Van der Voordt and van der Zwart, 2011). Hospitality is currently a hot item for facility management in healthcare organisations. The demand for hospitable buildings, and individual diet concepts and treatment has been increasing, and the so-called ‘healing environment’ has been born (Van der Voordt and Van der Zwart, 2011; Fottler et al., 2000). A healing environment refers to a physical environment that contributes to all of the users of a building in a positive way (Fottler et al., 2000). The fact that the healthcare industry is focussing more on creating hospitable environments not only influences the clients in a healthcare organisation, but also the facility management employees, medical staff, and all other users of a building (Van der

Voordt and van der Zwart, 2011). Due to cost savings, high competition within the healthcare industry, and the introduction of the healing environment, employees in hospitals are being expected to change their work behaviour (Van der Voordt and Van der Zwart, 2011; Van der Beek and Wilienga, 2015). It is assumed that, although work pressure is increasing – which results in higher employee stress-levels – employees have to be friendly and hospitable to their clients. The facility management department has to deal with these changes. This department is responsible for creating efficient processes and services to make sure that the support of the core business of the healthcare organisation is optimal.

1.1 Problem statement and research question

Due to the above mentioned changes – and the recommendations in previous hospital studies – the curiosity about and interest in the relationship between the hospitality of foodservice employees and client satisfaction in mental healthcare organisations, especially in homes for the elderly, have risen. Considering the previously described challenges, changes in the mental healthcare business, and recommendations of other research studies, the following research question has been developed:

What is the influence of the hospitality of foodservice employees in mental healthcare organisations on client satisfaction?

1.2 Relevance

Many research studies, such as Dall’oglio (2015), and Snels and Wassenaar (2010), among others, have been conducted on hospitality and food in hospitals. However, a low number of academic studies have dealt with mental healthcare organisations. Furthermore, hospitality in mental healthcare organisations is becoming more important (Prevost et al., 2013). The results of some previous studies within hospitals show that amongst others, foodservice employees contribute to a faster recovery process of clients (Dall’oglio et al., 2015). Since hospitality is becoming more and more important, it is interesting and important to research whether the hospitality of foodservice employees in mental healthcare organisation influences client satisfaction.

1.3 Research objectives and approach

The main objective of this research is to gain information about the influence of hospitality of foodservice employees on client satisfaction in mental healthcare organisations. For reaching

this objective, both a qualitative as well as a quantitative research approach was chosen. A self-developed questionnaire with closed and open questions was developed and distributed amongst 40 elderly people in a mental healthcare organisation. Secondly, the descriptive outcomes of the closed questions and answers to the open questions were used as input for eight interviews. The answers to the open questions were labelled with a code. Interviews were held to get in-depth insight into the answers of the questionnaire. The interviews were recorded, transcribed, and also labelled with a code. The codes of the questionnaires and interviews were combined for answering the research question.

1.4 Zinzia Zorggroep

The case study for this research study was completed at Zinzia Zorggroep, a mental healthcare organisation. Due to the researcher's network, it was possible to accomplish the research at this mental healthcare organisation. Zinzia Zorggroep consists of four locations in Gelderland, a province in The Netherlands, and supports people with dementia or corporal diseases. The four locations are: Rumah Kita (Wageningen), Oranje Nassau's Oord (Renkum), De Rijnhof (Renkum), and De Lingehof (Bemmel). Zinzia Zorggroep provides in total approximately 250 places for people who were still physically able to participate in this research. The research was completed at Rumah Kita in Wageningen, De Rijnhof in Renkum, and Oranje Nassau's Oord in Renkum.

Rumah Kita

Rumah Kita is a special nursing home for Indonesian and Moluccan elderly situated in the centre of Wageningen. Rumah Kita has special characteristics catering to this population: Indonesian food, recognition of Indian Holidays, an Indonesian shop, the yearly 'Pasar Malam', use of their language, respect for their traditions, and a design that caters to them. Rumah Kita provides 160 places for Indonesian and Moluccan elderly and is client-focussed. Rumah Kita provides space for elderly people with physical diseases and for those in need of 24/7 help (Zinzia Zorggroep a, 2014).

De Rijnhof

Since the 80s', the nursing home De Rijnhof has been situated in the centre of Renkum. Before it became a nursing home it was a hotel. The recreation room has a view of the main street of Renkum. Since it used to be a hotel, De Rijnhof is known as cosy and lively. The

Rijnhof provides space for 40 elderly people with mental health issues (Zinzia Zorggroep b, 2014).

Oranje Nassau's Oord

The nursing home Oranje Naussau's Oord (ONO) has lots of history. In 1898, Queen Emma decided to transform the building into a nursing home. ONO provides space for 181 elderly people and facilitates nursing care, rehabilitation, somatic care, and day care (Zinzia Zorggroep c, 2014).

1.5 Reader

The structure of this research is as follows. Chapter 2 summarizes trends in literature and developments in the field of hospitality and mental healthcare, which is followed by a description of mental healthcare organisations in general and a description of client satisfaction and foodservice employees in mental healthcare organisations. Additionally, the concepts of friendliness, empathy, time, and knowledge are discussed and defined.

Chapter 3: Research Methods gives an overview of how the research was set up, what the main question and sub-questions were, and what the research objective was.

Chapter 4: Research Design describes the strategy of this research study. Firstly, the research design is described. Secondly, the data collection method and measurement instruments used are described.

Chapter 5: Results shows how the results were analysed and discusses the final results of this research.

Chapter 6: Discussion describes the validity of the results, and the reliability and limitations of this research.

Chapter 7: Conclusions shows the conclusions and answers the main question of this research study.

Finally, Chapter 8: Recommendations describes the recommendations for further research and recommendations for the mental healthcare organisation Zinzia Zorggroep.

2 Literature review

In the past, healthcare organisations were focussed only on care; however, nowadays-mental healthcare organisations are focussing more on hospitality (Ministerie voor Volksgezondheid, Welzijn en Sport, 2014). Hospitality, especially in terms of food, can play a great role in customer satisfaction in healthcare organisations. This chapter describes trends and developments in the field of mental healthcare. Additionally, this chapter defines the following concepts: (1) mental healthcare organisations, (2) homes for the elderly and nursing homes, (3) client satisfaction in mental healthcare organisations, (4) hospitality of foodservice employees in mental healthcare organisations, and (5) hospitality aspects of foodservice employees. These concepts provide a general framework for this study.

2.1 Trends and developments

Healthcare industries are currently dealing with many changes. People and laws are changing, and cost saving is a hot topic within the healthcare industry (Rijksoverheid, 2015). In the past – within the Dutch healthcare system – every individual could apply for housing in a mental healthcare organisation. These days, residence in a mental healthcare organisation is only available to those in need of 24/7 help and those who are physically unable to live at home. This applies to, for example, people with extreme dementia or other disabilities (Rijksoverheid, 2015). Since January 2015, Dutch law was changed from ‘de algemene wet bijzondere ziektekosten’ to ‘wet langdurige zorg’. The primary difference between the past and new law is that individuals can only apply to live at a mental healthcare organisation if they are in need of 24/7 help. As such, people who are less dependent on nursing help are forced to live longer at home (Rijksoverheid 2015). In addition, municipalities and insurance companies are now responsible for municipal healthcare (Rijksoverheid, 2015). One may assume that also municipalities and insurance companies have to deal with cost savings and law changes. Therefore it cannot be stated that people who are less dependent on nursing help will not live in a mental healthcare organisation on the future. The people who already live in a nursing home or a home for the elderly may still make use of the housing facilities and nursing support (Rijksoverheid, 2015). Hospitality in these organisations is becoming more and more important (gastvrijheidszorg met sterren, 2015). These changes may have a big impact on the number of people who will live a nursing home or a home for the elderly in the future (Rijksoverheid, 2015). When observing the trends within mental healthcare environments, one may assume that in the future there will be no housing facilities in mental healthcare organisations for individuals without physical or mentally disorders. However, also

municipalities and insurance companies have to deal with cost savings and law changes it cannot be stated that people who are less dependent on nursing help will not live in a nursing home or a home for the elderly in the future. Therefore, one can conclude that it is of importance to do research on today's mental healthcare organisations.

2.2 Mental healthcare organisations

There are a total of 1055 mental healthcare organisations in the Netherlands today. The mental healthcare sector focuses on preventing physical illnesses, treatment of and recovery from physical illnesses, stimulating the participation of people with chronic mental illness in society, and offering (uninvited) support to people who suffer from addiction or who are seriously confused (GGZ Nederland, 2013). The Dutch mental healthcare institute (known as GGZ) can be distinguished into general practitioners facilitating mental healthcare, generalists providing basic mental healthcare, and specialised mental healthcare (GGZ Nederland, 2013). The general practitioner (GP) plays a crucial role in the healthcare business because he or she observes the mental conditions of individuals, takes care of people, or refers people to basic mental healthcare. The generalist basic mental healthcare division applies to people, who experience light to moderate, and not complex physical problems or people who have a stable chronic problem (GGZ Nederland, 2013). The specialised mental healthcare division focuses on people with serious or complex physical problems (GGZ Nederland, 2013). In accordance with GGZ Nederland (2013), it is important that these people receive immediate effective help at the right place. The focus of this thesis is on specialised mental healthcare.

2.3 Homes for elderly and nursing homes

Specialised mental healthcare focuses on nursing homes and homes for the elderly in particular (GGZ Nederland, 2013). The biggest difference between nursing homes and homes for the elderly relates to the support facilitated. In homes for the elderly, the following support services can be expected: support in washing and putting on clothes, support in going to bed, and rehabilitation support (Rijksoverheid, n.d.). Support in homes for the elderly is defined as support in daily activities. In nursing homes, the following intensive healthcare support services can be expected: nurse support, physiotherapy support, and psychologist support (Rijksoverheid, n.d.). Support in nursing homes is defined as intensive daily professional support.

2.4 Client satisfaction in mental healthcare organisations

Client satisfaction is a broad concept with many different definitions. Dall’oglio et al. (2015) show that many research studies have been done on client satisfaction in relation to foodservice in hospitals. Client satisfaction in relation to foodservice is inherently linked to the environment, a customised client menu, meeting client expectations, quality and variation of food, and – most important to this research study – personal attention from foodservice employees (Dall’oglio et al., 2015; Otani et al., 2009). However, Otani et al. (2009) argue that client satisfaction is about rating services as “excellent”. Moreover, it is important to create client loyalty; therefore, it is important to explain the psychology of client perception to managers (Otani et al., 2009). The research of Otani et al. (2009) indicates that most hospital managers know how to provide high quality care but fail to achieve the standard of being in the top 10% of hospitals in overall quality of care. As Otani et al. (2009) indicates, one may conclude that hospitality is also a part of quality of care and that there is not enough knowledge about the hospitality expectations and experience of clients in healthcare. Therefore it is assumed that hospital managers fail to achieve the standard of being in the top 10% of hospitals. Furthermore, the research of Otani et al. (2009) shows that the behaviour of healthcare staff is an important factor in whether clients rate their overall experience as “excellent”. Otani et al. (2009) also argue that both healthcare staff and support staff, such as food service employees, have an influence on the overall experience of clients. Because of the influence of staff on the overall experience of clients, it can be stated that the hospitality aspects of foodservice employees have a positive influence on client satisfaction.

2.5 Foodservice employees in mental healthcare organisations

This section describes different aspects of hospitality connected to foodservice employees in mental healthcare organisations. A variety of foodservice employees can be described in Dutch mental healthcare organisations, such as medical staff, facility management employees, and food assistants. To be hospitable, these employees should serve and treat clients the same way, according to the hospitality norms of the organisation (Kattara et al., 2008). In the following sub-sections, the concepts of hospitality, friendliness, empathy, and time related to foodservice employees are described.

2.5.1 Hospitality of foodservice employees in mental healthcare organisations

The definition of hospitality continues to change over time. Brotherton (1999) defines hospitality as follows: “A contemporaneous human exchange, which is voluntarily entered

into, and designed to enhance the mutual wellbeing of the parties concerned through the provision of accommodation and food or drink”. This definition is more applicable to the tourism and hotel industry because the human exchange in the healthcare industry is not by definition on voluntary basis. Lashley (2000) defines hospitality as: “Hospitality requires the guest to feel that the host is being hospitable through feelings of generosity, a desire to please, and a genuine regard for the guest as an individual”. Lashley’s (2000) definition already provides a more correct definition of hospitality in the mental healthcare industry because it requires that the employee is hospitable, through feelings and genuine regards, towards the client as an individual. However, some essential aspects are missing which are important in the mental healthcare industry; e.g. stimulating the well-being and satisfaction of clients. Telfer (2000) describes hospitality as “[being] concerned with more than food, drink, and shelter. Traditionally, the most important responsibility of all was the guest’s safety - hospitality was a kind of sanctuary”. This definition relates to safety. Hospitality in the mental healthcare industry is however not only linked to safety but also to the well-being and satisfaction of clients.

Maas and Pleunis (2006) clarify six important characteristics of service of which three are connected to the concept of hospitality, namely: services are intangible, customers have an influence on service processes, and services are personal. The feelings of clients, client emotions, quality of the services as experienced by the clients, and the behaviour of employees towards the clients play a great role in client satisfaction (Kattara et al., 2008). Thus, hospitality is very important when it comes to services and the behaviour of employees. A recently discussed subject within facility services is service excellence (EFMC, 2014). Service excellence is all about delighting customers and can be defined as: “an expression of very high satisfaction resulting from surprisingly good performance” (Johnston, 2004:130). In accordance with Coenen and Von Felten (2014), and Johnston (2004), the first step in providing excellent services is delivering on promises. Dealing with problems, having a personal touch, and going the extra mile also contribute to service excellence. In general terms, hospitality relates to service excellence, customer satisfaction, facility services, and staff.

Clients do not usually live on a voluntary basis in homes for the elderly. This means that the elderly are forced to live in these homes because they can no longer take care of themselves due to, for example, physical or psychological ailments. To create client satisfaction, Dubé and Menon (1998) argue that it is important for clients to be able to express their negative feelings as well as their positive feelings. This will result in higher client satisfaction.

Definitions of hospitality can be variously interpreted for different businesses. Hospitality is about different aspects of foodservice employees that can have an influence on client satisfaction in mental healthcare organisations. The research study of Gelre Ziekenhuizen (2010) concerning client satisfaction indicates that when employees pay attention to clients, have time for clients, have an interest in clients, or take clients seriously, client satisfaction will be positively influenced (Gelre Ziekenhuizen, 2010). The research study of Pentescu et al. (2014) regarding client satisfaction in hospitals concludes that willingness to recommend the hospital to a friend is dependent on how well a person has been treated. Reefman (2012) argues that openness, friendliness, accessibility, honesty, and the feeling of being welcome are of high importance to actually creating hospitality. In other words, both tangible and intangible aspects are important to hospitality (Reefman, 2012). In accordance with Reefman (2012), the previous aspects influence the level of hospitality experienced. It does not give a definition of hospitality in itself. Reefman (2012) identified twelve values of hospitality: good care and nursing, being active, create atmosphere, make time for clients, (non) verbal communication, being representative, being interested in the client, the right timing and making priorities, hygienic work, being enthusiastic, and intelligence and service. Values such as make time for clients, (non) verbal communication, being interested in the client, being enthusiastic, and intelligence and service are seen as important drivers for hospitality in the mental healthcare industry because these aspects stimulate the clients well-being. Aase (2012) analyses client satisfaction connected to food quality. Aase (2012) shows that when employees are more hospitable, clients rank satisfaction as higher, even when the quality of the food does not change. However, in order to have more hospitable employees, reward systems should be implemented to positively stimulate employees to be hospitable (Aase, 2012). To conclude, the hospitality of (food) service employees has a positive influence on client satisfaction.

Literature and previous research shows that the following employee hospitality aspects influence client satisfaction in hospitals: friendliness, making the client feel welcome, knowing the client, providing treatment, going the extra mile, and giving time to, feeling empathy for, and understanding the client. It is assumed that these characteristics also apply to foodservice employees in mental healthcare organisations because no research has been done on this in the past.

In this thesis, hospitality is defined as the foodservice employees' friendliness, empathy, time, and knowledge that stimulate the well being of clients and client satisfaction in mental healthcare organisations.

2.5.2 Friendliness of foodservice employees in mental healthcare organisations

Being friendly is for most people a normal concept. In other words, it is common sense (Bongers, 2009). For every individual it is pleasant to be treated in a warm way, to be heard, and to be understood (Bongers, 2009). Besides, being friendly has a positive influence on every individual (Bongers, 2009). In contrast to this, Bongers (2009) states that being friendly to others needs to be genuine and may not be seen as an obligation. Bongers (2009) argues that it is important for the elderly to have someone to talk with; this leads to less chance of Alzheimer's disease. In conclusion, being friendly is free and the satisfaction it brings to clients is priceless.

Based on the studied literature, friendliness in this research is defined as treating individuals in a warm and natural manner so that individuals feel respected and welcomed.

2.5.3 Empathy of foodservice employees in mental healthcare organisations

In his introduction, Hoffman (2000:1) states that: "Humans could not have survived as a species if everyone cared only about himself". Hoffman (2000:3) defines empathy as "the spark of human concern for others, the glue that makes social life possible". By this definition, Hoffman (2000) means that empathy is a natural consequence of the human ability to care for other humans. In other words, care and empathy are strongly related to each other. An individual who notices that another individual is in need of care is motivated to help the other. However, the 'helper' can also feel obligated to help because the moral principle of care is important (Hoffman, 2000). It is assumed that the empathy of foodservice employees is a natural feature and does not arise from a sense of obligation. Empathy is mostly about "feeling how another individual is feeling" (Katz, 1963). In accordance with Katz (1963), empathy is about how we see, feel about, respond to, and understand the other person. It is concluded that empathy also involves emotional aspects. Coulehan et al. (2001) describe empathy as having three important implications: (1) empathy has a cognitive focus: using verbal and non-verbal signals, it is possible to see the issue from the perspective of the other person; (2) empathy has an affective or emotional focus: the ability of the person to really place him or herself in the other person's position; (3) empathy has an action component: to understand someone's feelings or experiences, feedback is necessary. For example, a foodservice employee can check if he or she understood the individual correctly by asking a question like: "Did I understand it right...?"

Based on the literature, empathy in this research is defined as: the ability of a foodservice employee to understand an individual's feelings and emotions and react to them by acting like

he or she really understands the individual's needs. Indeed, empathy is an important aspect of hospitality.

2.5.4 Time of foodservice employees in mental healthcare organisations

De Kwant (2015) states in his article the following: "look at the website of a mental healthcare organisation and you will think that you [are moving] to Cockaigne." It seems that mental healthcare organisations are the perfect place for people with mental or physical diseases or problems. On many websites, it can be observed that care is delivered from the client's point of view, that they will receive the care, treatment, and hospitality they deserve. These advertorials on websites appear questionable because mental healthcare organisations are often negatively mentioned in news topics. Verbeek (2015) also provides inside on the current mental healthcare industry. Since the law has changed, cost saving has been the focus, there are fewer employees in mental healthcare organisations, and there is therefore no time to deliver the care individuals deserve (Verbeek, 2015). Since the law changed, time has become an important aspect within healthcare organisations. Due to cost saving, fewer people are working in mental healthcare organisations, resulting in more time pressure on employees. Verbeek (2015) agrees with this; however, in contradiction she states that it is important that not the employer but the employee him or herself plan his or her time. Verbeek (2015) states that this will allow employees to have more time for clients. From the clients' point of view, Verbeek (2015) argues that a client who is attached to structure, for example, would dislike being helped at 08:10 if the appointment was for 08:00. In accordance with Verbeek (2015), it is important to create alignment between staff and client in terms of 'timing'. Verbeek (2015) also argues that timing is not only important for facilitating services but it is also a way of maintaining the self-reliance of clients. The arguments and conclusions provided by Verbeek (2015) provide additional fundament upon the developed definition of hospitality in this research study.

Based on the literature, time in this research is defined as: the ability of a foodservice employee to manage the needed time per client and align it with the perception of time of the client.

2.5.5 Knowledge of foodservice employees in mental healthcare organisations

Quality and hospitality of care are not only dependent on friendliness, empathy, and time, but also on the knowledge of foodservice employees. In their research, Hickey et al. (2005) and Castle and Engsberg (2008) argue that a high turnover of employees results in the loss of knowledge about clients. Knowledge about clients is important in mental healthcare

organisations. Employees having more (specific) client knowledge can provide better individual support to a client compared with employees having limited understanding of client (specific) needs. De Kwant (2015) states that employees are let go of from mental healthcare organisations due to cost saving. De Kwant (2015) also argues that studies related to care are mostly focussed on nursing and care measures and not on psychological and social aspects. Having a conversation with clients will result in knowledge about their wishes, norms, values, cultural aspects, and habits. This will consequently result in knowledge about every individual client. Every client has his or her own habits (Wijck, 2015). Wijck (2015) states that when employees work in small teams, it is possible for them to actually get to know the clients and for the clients to get to know them. It is argued that this results in trust and harmony. It is assumed that high client knowledge has a positive influence on client satisfaction in the mental healthcare industry.

Based on the literature, knowledge in this research is defined as: the ability of foodservice employees to understand the clients' wishes, norms, values, and habits.

2.6 Conclusion

It can be concluded that current changes are influencing the mental healthcare field. The importance of doing research in today's mental healthcare is because of in the future there probably will be no housing facilities in mental healthcare organisations for individuals without physical or mentally disorders. Subsequently one may conclude that client satisfaction is about loyalty and that both, healthcare staff and support staff have an influence on the overall experience of clients. A variety of foodservice employees can be described in Dutch mental healthcare organisations, such as medical staff, facility management employees, and food assistants. To be hospitable, these employees should serve and treat clients the same way, according to the hospitality norms of the organisation.

In this thesis the following definitions are used:

First, hospitality is defined as the foodservice employees' friendliness, empathy, time, and knowledge that stimulate the well being of clients and client satisfaction in mental healthcare organisations.

Second, friendliness is defined as treating individuals in a warm and natural manner so that individuals feel respected and welcomed

Third, empathy is defined as the ability of a foodservice employee to understand an individual's feelings and emotions and react to them by acting like he or she really understands the individual's needs.

Finally, knowledge is defined as the ability of foodservice employees to understand the clients' wishes, norms, values, and habits.

3 Research methods

This chapter describes the research methodology for this research. The research objectives, propositions, and subsequently the conceptual model, are accordingly defined. By defining the objective and propositions, the main question and its sub-questions are also touched upon.

3.1 Propositions

Since this is more of a qualitative research than a quantitative research, propositions have been developed. A proposition is a qualitative statement that tests certain relationships between concepts in the conceptual framework. The following propositions have been developed: (proposition 1) hospitality of foodservice employees has a positive effect on client satisfaction; (proposition 2) the higher the empathy of the foodservice employee, the higher the client satisfaction; (proposition 3) the higher the friendliness of foodservice employees, the higher the client satisfaction; (proposition 4) the more time a foodservice employee spends on a client, the more satisfied the client will be; and (proposition 5) the higher the knowledge of foodservice employee, the higher the client satisfaction.

3.2 Conceptual model

A conceptual model is a structure that seeks to identify and present the key factors relating to the phenomena under investigation (Brotherton, 2008). For this research study, the conceptual model pertains to the key characteristics of foodservice employees relating to client satisfaction in mental healthcare organisations. Research without a conceptual model can be compared to a body without a skeleton (Brotherton, 2008). For this thesis, a conceptual model was developed and is depicted in *Figure 1*. The conceptual model illustrates that foodservice employee behaviour is a function of empathy, friendliness, knowledge, and time, and that client confidence is influenced by foodservice employee behaviour.

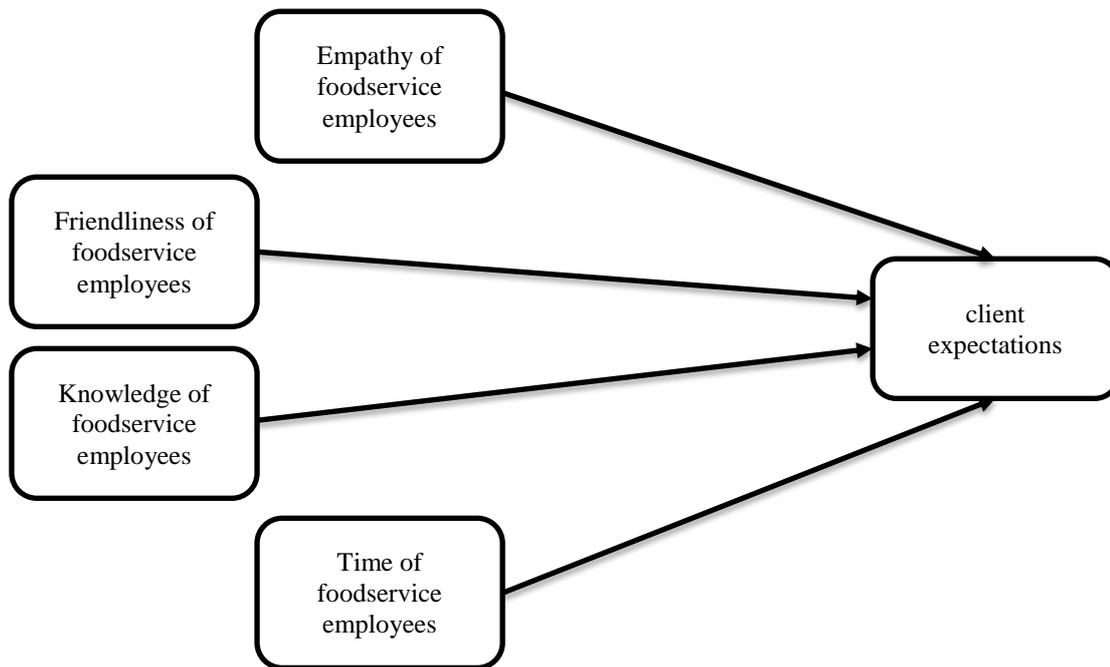


Figure 1: conceptual model of client satisfaction.

3.3 Research question and sub-questions

To guide this research, the following research question was developed: What is the influence of the hospitality of foodservice employees in mental healthcare organisations in relation to client satisfaction? To guide this research, the following sub-questions were also developed: (1) How does hospitality play a role in mental healthcare organisations? (2) What are aspects of client satisfaction in mental healthcare organisations in relation to foodservice employees? (2a) What aspects of foodservice employee hospitality are important for client satisfaction? (3) How do clients in mental healthcare organisations experience the hospitality of foodservice employees? (3a) How do clients in mental healthcare organisations experience the empathy of foodservice employees? (3b) How do clients in mental healthcare organisations experience the friendliness of foodservice employees? (3c) How do clients experience in mental healthcare organisations experience the knowledge of foodservice employees? And (3d) How do clients in mental healthcare organisations feel about the available time of the foodservice employees? For a total overview of the questions, research methods, data collection, measurement instruments and expected results, please refer to Appendix 3.

3.4 Breakdown structure of sub-questions

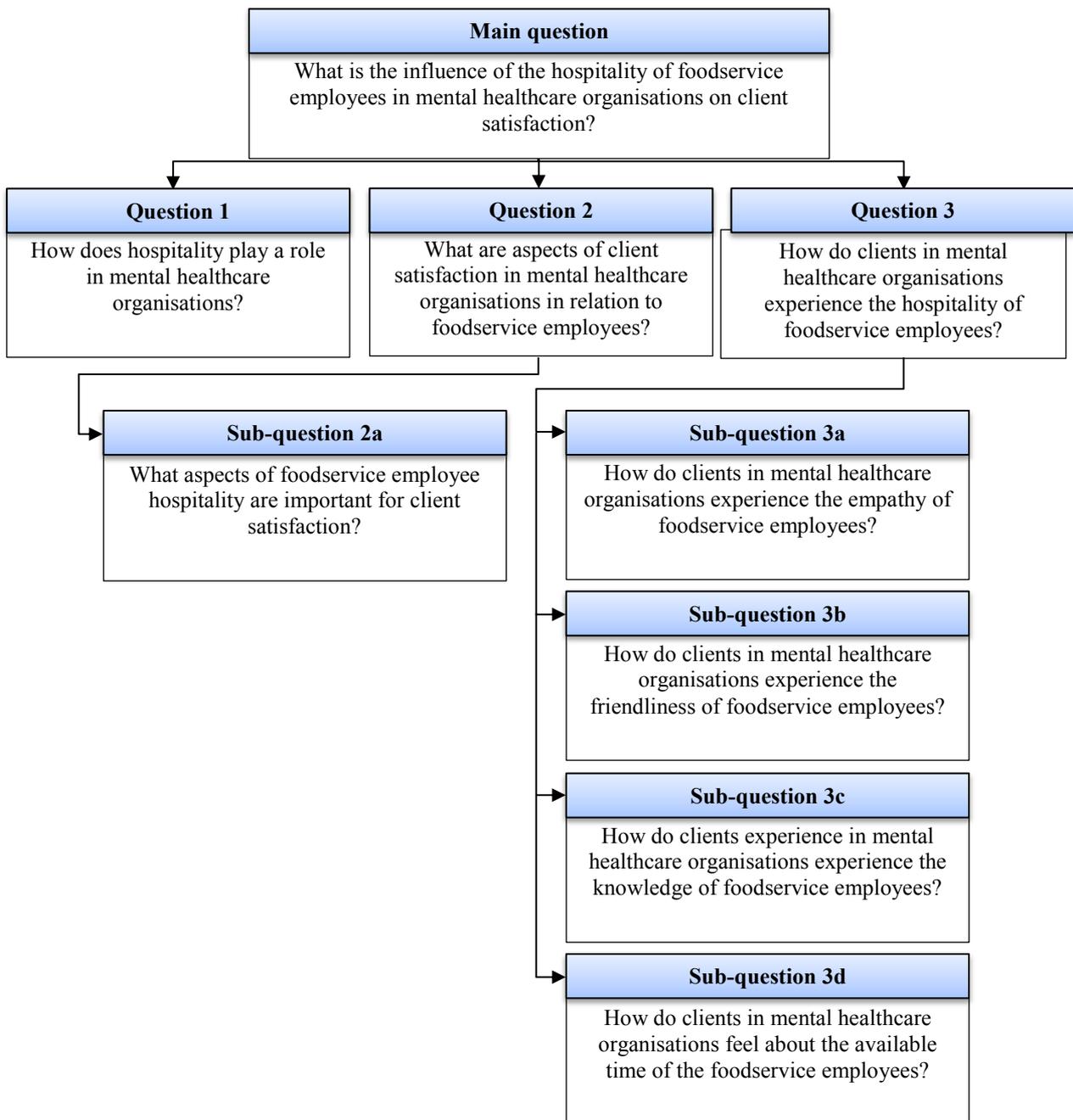


Figure 2: breakdown structure of sub-questions.

3.5 Conclusion

In conclusion can be stated that this is a qualitative research with a quantitative touch. The used conceptual model indicates the following propositions: (proposition1) hospitality of foodservice employees has a positive effect on client satisfaction; (proposition 2) the higher the empathy of the foodservice employee, the higher the client satisfaction; (proposition 3) the higher the friendliness of foodservice employees, the higher the client satisfaction; (proposition 4) the more time a foodservice employee spends on a client, the more satisfied the client will be; and (proposition 5) the higher the knowledge of foodservice employee, the higher the client satisfaction. By answering the sub- questions these propositions are rejected or not rejected in Chapter 7 Results.

4 Research Strategy

This chapter describes the strategy used in this research. Firstly, the research design is described. Secondly, the data collection method and measurement instruments are described.

4.1 Research design

This research was conducted using a descriptive and exploratory approach. Brotherton (2008:12) defines descriptive research as follows: “descriptive research will be designed to establish a factual picture of the issue in the research, whereas explanatory research will be concerned with explaining the why”. Since this thesis topic is not clearly defined, exploratory research was used. Exploratory research was also used because it is the objective to generate initial insights and understanding of this research problem (Brotherton, 2008). Descriptive research is done in order to define and identify the variables and the different aspects of the variables. Exploratory research is done to identify the relationship between the different variables. This descriptive and exploratory approach is used, due to the fact a limited amount of researches are available.

4.1.1 Sampling

As described, the influence of foodservice employee hospitality on clients in healthcare organisations is the most important issue in this research.

The population studied in this research is those who were mentally capable of participating in this investigation from the three chosen institutions. Since Zinzia Zorggroep often cares for people with psychical affections, people who only need daily care, or people who revalidate, it is clear that not everyone could participate in this investigation.

The heads of the departments and the care teams defined which people were mentally capable of participating in this investigation. This type of sampling is called “purposive sampling” because the researcher knew who could participate. The defined people were between 80 and 97 years. To collect quantitative data, the researcher randomly visited the selected people and asked them to fill out the questionnaires.

The researcher used a non-probability based on convenience sampling to collect the quantitative data. For this research, the researcher visited a given location on any given day and found out which people were available to participate in an interview (Brotherton, 2009). The heads of the departments and the care teams decided that in total, 60 people of the three departments were mentally able to participate in this research. For this research, 40 elderly people were ‘interviewed’ during the questionnaires and eight interviews were transcribed.

4.1.2 Data collection and measurement

To increase the validity of this research, three different kinds of methods were used to collect data (triangulation). First of all, desk research was carried out. This was done for defining the variables in the research and to gain information that was useful for developing the questionnaire and the interview guide. This data was used to check whether the results of the literature research were comparable with the outcome of the empirical research.

Secondly, quantitative analyses were used. Quantitative data was collected by means of a questionnaire. This questionnaire was used to collect information about foodservice employee hospitality and client satisfaction in Zinzia Zorggroep.

Finally, qualitative analysis was used. Using semi-structured interviews, the researcher collected qualitative data. Semi-structured interviews were held after the results of the questionnaires were reviewed to gain more insight information. As such, insight information was reviewed, providing data about “how”, “what”, and “why”. These interviews were planned at Zinzia Zorggroep.

The questionnaire in this research study was self-developed. For developing the questionnaire and interview guide, the researcher referred to Dall’oglio (2015), Coenen and Von Felten (2014), Pentescu et al. (2014), Aase (2012), Reedman (2012), Otani et al. (2009), Johnston (2004), and Dubé and Menon (1998).

4.1.3 Desk research

Desk research was used to define the concepts in this research and to find valid sources for developing questions for the questionnaire and an interview guide for the semi-structured interviews. Data was collected from scientific databases such as: Elsevier, Emerald Insight, EBSCO, Science Direct, and Springer Link. In order to collect the most valid information, the following keywords were used: hospitality, mental healthcare organisation, foodservice employees, and client satisfaction in mental healthcare. Most of the time, it was more useful to use the words in a sentence, for example, ‘the influence of foodservice employees in mental healthcare organisations’. Books and journals were also used to collect useful information along with publications of mental organisations and the Dutch government. To make sure these sources were valid, only publications by governmental healthcare organisations were used, such as those of GGZ Nederland, Zorgkaart Nederland, and Gastvrijezorg.

4.1.4 Qualitative research

The second approach used to collect data was interviews, specifically semi-structured interviews. As Emans (2002) states, a semi-structured interview is an interview in which via an indirect way the interviewees are asked about their opinion on certain themes. Before the interview, the themes or concepts of the interview are determined. The benefit of a semi-structured interview is that the interviewer can ask questions in different orders and add questions during the interview (Emans, 2002). Semi-structured interviews were used to gain insight information about the results of the quantitative research. The sample size for the interviews is eight. If there had been more time available for this research, more interviews would have been done. For this research and timeframe, eight is acceptable. The interviewees were selected from the respondents who filled out the questionnaires. Together with the clients, the 8 interviewees were selected. For these interviews, an interview guide was developed. The interview guide can be found in appendix 1. The interview guide consists of themes, concepts, and questions developed from the literature and were discussed during the interviews (Emans, 2002). An expert in hospitality, and client satisfaction in mental healthcare organisations checked the interview guide.

The technique that used to collect qualitative data was coding. The interviews were recorded and transcribed (Appendix 4 shows one page translated into English from each transcription). The first step of coding in this research was “open coding” whereby the data was collected and split up into fragments. These fragments were named according to the following codes: Friendliness of employees; Natural friendliness of employees; Influence of friendliness; Importance of friendliness; Effect of time of employees; Influence of time employees; Importance of time employees; What makes hospitality hospitable; Empathy of employees; Influence empathy employees; Importance empathy employees; Positive reactions to satisfaction; Negative reactions to satisfaction; Expectations of hospitality; Knowledge of foodservice employees; Influence knowledge employees; Importance knowledge employees; Environment; Employee behaviour; Other important hospitality aspects’; Satisfaction of the clients; Interaction during interview. The results of the fragments were collected in a list with all the codes. After this, all related codes were brought together. Finally, relations were made between the different quantitative and qualitative codes (Boeije, 2005).

4.1.5 Quantitative research

A survey with closed questions was used to find out what hospitality means for clients in the chosen mental healthcare organisation and what aspects of hospitality and foodservice

employees are important to the clients. The from Dutch to English translated survey is provided in appendix 2 and was taken by 40 clients in nursing homes and homes for the elderly that are part of Zinzia Zorggroep. Since not all clients in this organisation were able to answer the questionnaire, only clients who were physically able to answer the questionnaire were asked to fill out the questionnaire. Due to the lack of availability of an online database of clients, the questionnaire was brought personally to the clients and was personally conducted. The database that was used is from Zinzia Zorggroep, which consists of four locations and provides housing for people who are still physically able to fill out a questionnaire. Due to visiting the clients, the response rate was high. 40 of the 60 physically able clients of Zinzia Zorggroep filled out the questionnaires; therefore, reliable results can be provided. The reason for choosing a questionnaire with closed questions is that questionnaires with only open questions take too much time and not a lot of time was available for this research. However, the questionnaires do also consist of open questions, which were used as input for the qualitative research. The questionnaire consists of a quantitative part (closed questions) and a qualitative part (open questions). The quantitative data was analysed in accordance with SPSS. Since there was limited research on this research subject, and therefore no currently available questionnaires that measures the four concepts of hospitality in this research, there was chosen for a self-developed questionnaire. Three challenges were encountered in the quantitative analysis: (1) the validity of the questionnaire is not proven, (2) the dataset resulted in a not normal distributed sample, and (3) a small sample size was used. As a result, SPSS regression analysis could not provide any statistics in which results could be generalised to the whole population. Therefore the collected quantitative data was analysed as descriptive. The described quantitative data was used as input for the qualitative data collection. The qualitative data of the questionnaires was collected in one document, a part of that can be found in appendix 5. All the answers on the open questions were labelled with a code. These codes were mingled with the codes of the interview transcriptions (4.1.4 Qualitative research).

4.2 Conclusion

In conclusion can be stated that not all clients were mentally able to participate in this research. Therefore the population were 60 elderly between 80 and 97 years. Finally 40 clients were 'interviewed' during the questionnaires and eight clients were interviewed. The triangulation method was used to collect data. Namely: desk research, quantitative research and qualitative research. For the quantitative data collection a self-developed questionnaire

was used. Three challenges were encountered in the quantitative analysis: (1) the validity of the questionnaire is not proven, (2) the dataset resulted in a not normal distributed sample, and (3) a small sample size was used. As a result, SPSS regression analysis could not provide any statistics in which results could be generalized to the whole population. By means of: normality test; outliers residue; Pearson correlation and Cronbach Alpha analysis, the data set still lacked any significance or correlations. Therefore the collected quantitative data was analysed as descriptive. For the qualitative data collection an interview guide was used. For analysing the collected data, for both, quantitative and qualitative data the technique of coding was used. The used codes were the following: Friendliness of employees; Natural friendliness of employees; Influence of friendliness; Importance of friendliness; Effect of time of employees; Influence of time employees; Importance of time employees; What makes hospitality hospitable; Empathy of employees; Influence empathy employees; Importance empathy employees; Positive reactions to satisfaction; Negative reactions to satisfaction; Expectations of hospitality; Knowledge of foodservice employees; Influence knowledge employees; Importance knowledge employees; Environment; Employee behaviour; Other important hospitality aspects'; Satisfaction of the clients; Interaction during interview.

5 Results

The objective of this research was to gain inside information about the influence of foodservice employee hospitality on client satisfaction in mental healthcare organisations. To gain this information, the results of the quantitative and qualitative data collection were analysed. The results were analysed per question. First, the importance of friendliness, importance of time, importance of knowledge, and importance of empathy were analysed. Second, the influence of friendliness, influence of time, influence of knowledge, and influence of empathy on client satisfaction were analysed. Using the analyses, the main question, “What is the influence of the hospitality of foodservice employees in mental healthcare organisations on client satisfaction?” will be answered.

5.1 Important hospitality aspects

The questionnaires asked clients what the most important hospitality aspect is for them. **Figure 3** visually represents the results. The friendliness of foodservice employees is the most important aspect, followed by the time spent of the foodservice employees, the knowledge of the foodservice employees, and finally the empathy of the foodservice employees.

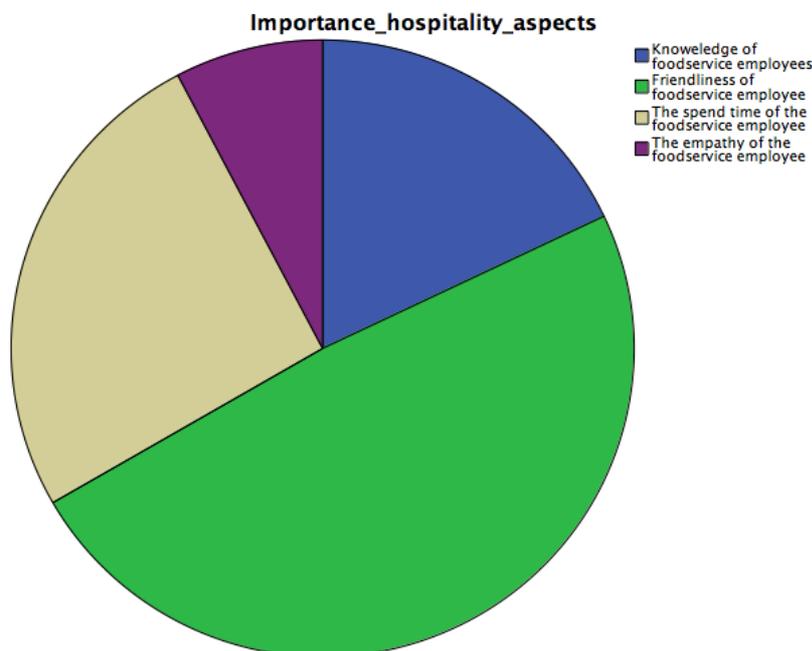


Figure 3: importance of hospitality aspects.

5.1.1 Importance of friendliness

Friendliness is the most important aspect of hospitality. This can be concluded based on the

questionnaires as well as the interviews. All clients labeled it as either ‘important’ or ‘very important’ (see **table 1**). As some clients said: *“all the employees are extensively friendly”*, *“The employees became my friends”* and *“The employees are never complaining, that has a positive effect on me”*. Friendliness is important because it makes the clients feel welcome and makes them feel that they count. Furthermore, the way clients are treated is another important aspect of friendliness. The clients like to be treated well. As discovered in the literature, being friendly common sense and it is normal to be friendly (Bongers, 2009). However, based on the outcomes of the questionnaires and interviews, it can also be concluded that it is not always normal that employees are friendly. For example, some of the interviewees expressed that some employees only work at Zinzia Zorggroep to pay their mortgage and some that do not like their job. For some clients, this was very frustrating and they said: *“I cannot help that I am here”* and *“I know who I can ask for something. Some employees are always grumpy”*. It can be concluded overall that friendliness is the most important aspect of foodservice employee hospitality.

		Frequency	Percent
Valid	Important	9	22.5
	Very important	30	75.0
	Total	39	97.5
Missing	System	1	2.5
Total		40	100.0

Table 1: answers regarding the importance of friendliness.

5.1.2 Importance of time

The second most important aspect of hospitality is time. As found in the literature, due to cost saving and fewer employees in mental healthcare organisations, there is less time to deliver the care individuals deserve (Verbeek, 2015). However the results of the questionnaires show that time is important for the clients (see **Figure 4**). They expressed that there is not enough time spent on them. One interviewee said: *“The employees are busy, I believe that. But they do not have to show it. I do not care and I have nothing to do with it. I cannot help it that I am here”*. In other words, the interviewee understands that there is not much time to spend on them, but the employees do not have to tell the clients how busy they are. Most of the clients

respect the hard work of the employees. Some clients were surprised that people have the ability to work with these kinds of clients: *“I admire the friendliness of the employees here. It must be hard for them to work with all these complaining clients. I can imagine... however, they do their job very well I cannot complain about that”*. It is interesting that while the clients feel respect for the employees’ hard work, they require much of the employees’ time and think that the employees have enough time. One client said, for example: *“I am the kind of person who will ask and ask until something is done. I do not give up. If I have to ask 10 times, I will ask 10 times. Like the example of the phone? I have been asking for it for the last 14 days, and now finally I have what I want”*. It can be concluded that the clients feel respect for the employees; however, they expect employees to deliver the time they need.

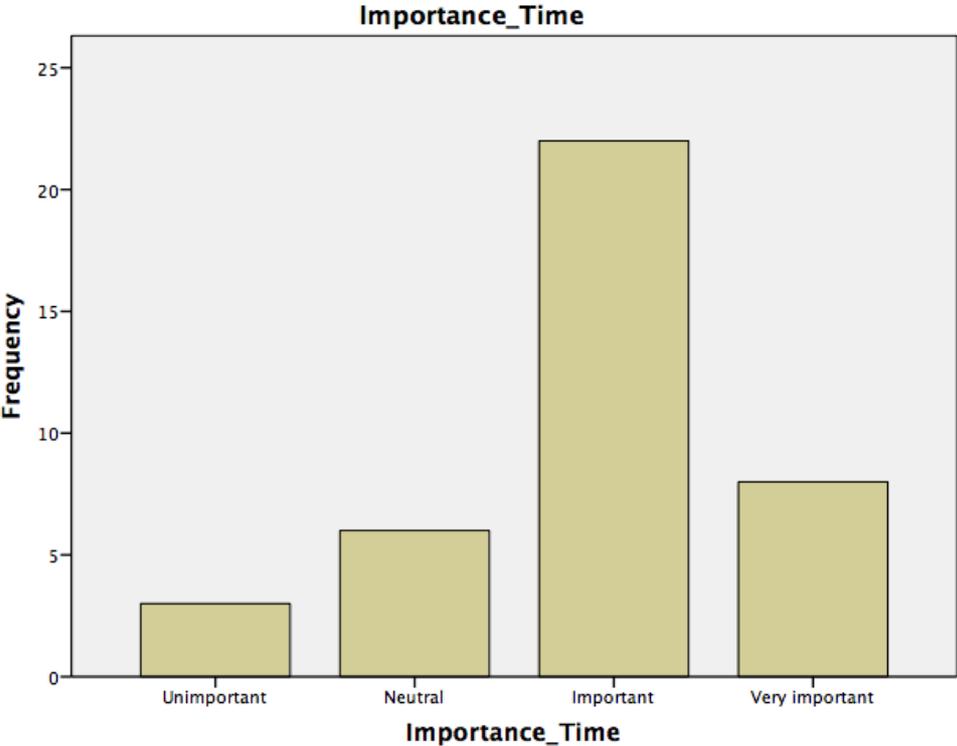


Figure 4: importance of time.

5.1.3 Importance of knowledge

For some clients, the hospitality aspect knowledge is very important. The most important reason why clients score knowledge as important is that they have special diets or allergies. For example, some interviewees have problems with eating and employee knowledge is therefore very important *“I have problems swallowing, so for me it is important that the employees know this”*. For clients who have no special diets or allergies, it is a less important

aspect. For most clients, it is not of importance because they do not have problems and they do not mind if the employees do not know what they like to eat. The clients at Zinzia Zorggroep can choose daily between Dutch or Indonesian food for both lunch and dinner. The clients who dine in the restaurant think that knowledge is of importance. They claim that the employees sometimes do not know what they are serving and therefore think that the employees are in need of professional hospitality training, not because of their lack of friendliness, but because of their lack of knowledge about the Indonesian kitchen and ingredients. As some interviewees said: *“I think the employees need a better introduction about the Indonesian kitchen before they start working here”* and *“For me it is frustrating when the employees do not know what is being served. I have the feeling that mostly the employees do not know what they are serving”*. In conclusion, it can be stated that the knowledge of the foodservice employees does not has a direct influence on client satisfaction at Zinzia Zorggroep. **Figure 5** depicts the result of the importance of knowledge.

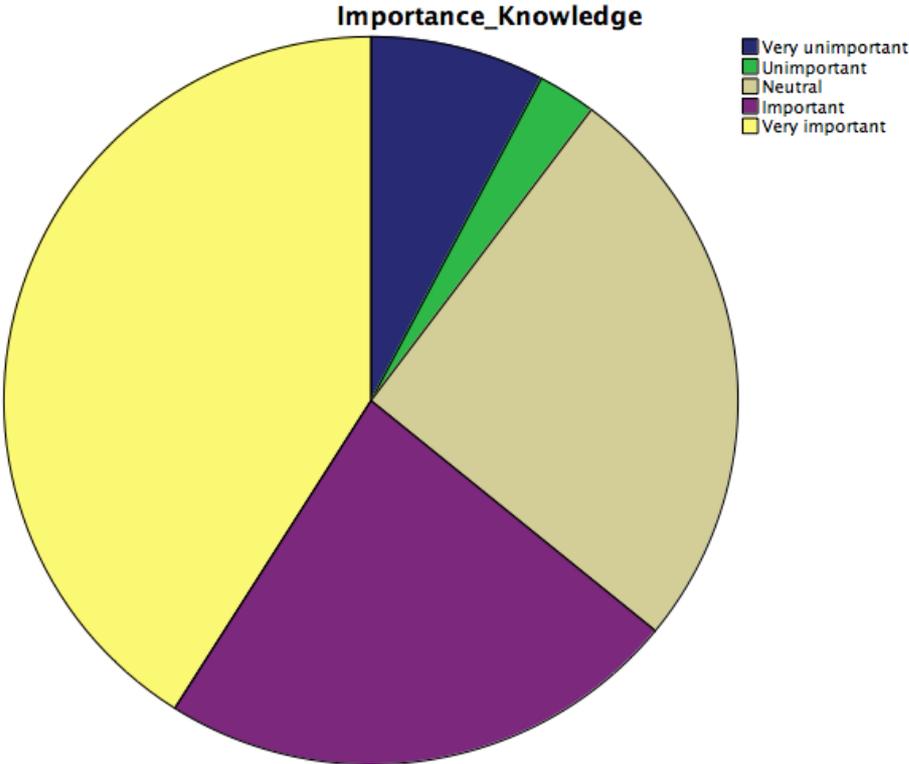


Figure 5: importance knowledge.

5.1.4 Importance of empathy

The least important aspect of hospitality is empathy. Interestingly, for the question “What is the importance of empathy?” 12 clients answered with important and 16 clients answered with very important. However, 15 clients thought that it has a positive influence when

employees show empathy and 15 clients thought that there was no influence (see **table 2**). During the interviews, the same question was asked. Different answers were given. For example some clients said: *“Showing empathy means that the employees are interested in their work. Therefore they know to which points they have to pay attention to”*, *“As soon as the employees know me, they can assess whether I need help or something. I know what I can expect from them. This has a positive influence on me”* and *“I can be honest and they understand me, this has a positive influence on my satisfaction”*. The outcome of the interviews is that showing empathy has, beyond a doubt, a positive influence on the clients’ satisfaction. Overall, it can be concluded that empathy makes the clients feel that they count, and that employees will listen to them and help them when necessary. For example, one interviewee said: *“If I have a bad night, then they will support me in getting [through] it. At least, they try to help me. They say: ‘we feel sorry for you. What can we do for you to make you feel better?’ And then they talk for a while and after that, I mostly feel better. A little talk can do great things”*. Showing empathy is important because it gives the clients the feeling that they count and are respected.

Surprisingly, the outcome of the descriptive analysis shows that showing empathy is the least important aspect of hospitality; however, the outcome of the qualitative data analysis shows that empathy is more important than knowledge.

Importance empathy

		Frequency
Valid	Very unimportant	1
	Unimportant	3
	Neutral	7
	Important	12
	Very important	16
	Total	39
Missing	System	1
Total		40

Table 2: importance of empathy.

5.2 Influence of hospitality aspects

In this paragraph, the influence of the different hospitality aspects is analysed. First of all, the influence of the friendliness of the foodservice employees is analysed, followed by the influence of time of foodservice employees. Then, the influence of knowledge of the foodservice employees is analysed. Finally, the influence of empathy of the foodservice employees is analysed.

5.2.1 Influence of friendliness

Friendliness has a very high impact on client satisfaction (see **Figure 6**). As previously analysed, the friendliness of foodservice employees is the most important hospitality aspect. During the interviews, it became clear that friendliness also has a very positive influence on client satisfaction. Although not all of the respondents and interviewees thought that the employees are friendly, the largest part of the interviewees and respondents thought all the employees are friendly. Friendliness has a positive influence on client satisfaction because it makes the clients feel that they count and friendly employees create a nice atmosphere. The respondents and interviewees saw a difference between fake friendliness and natural friendliness. During the interviews, it became clear that clients are able to notice if an employee is fake friendly or is friendly in a natural way. The clients prefer the natural way of friendliness. For example, one interviewee said: *“Sometimes you recognise that the friendliness of the employees is not natural. I feel this. I do not like unnatural friendliness, unless I do not recognise it”*. Bongers (2009) argues that being friendly is for most people a normal concept and is common sense. From the results of the interviews, it can be concluded that it is indeed for most people a normal concept. However, the unfriendly employees have a negative impact on client satisfaction. For example one interviewee said: *“Everyone is capable of being friendly all the time. And if you do not have the ability and you are friendly all the time, then it is not natural anymore, and I really do not like that. For me, being natural and friendly is very important. For lots of people it is hard to act friendly when they are not. Those people are just who they are and you have to live with it”* and *“There are employees, especially the night shift, that say: “hey, do you have to pee?” Those people just work there so they can pay their mortgage. They do not have any affinity for this work. Ok, it is unrealistic to think that all the employees will like their job and always be friendly, especially when they have a job that they do not like”*. Furthermore, Bongers (2009) also argues that it is pleasant for every individual to be treated in a warm way, to be heard, and to be understood. It has a

positive influence on every individual. One interviewee said: *“For me, it is very important that they make me feel at home and welcome.”*

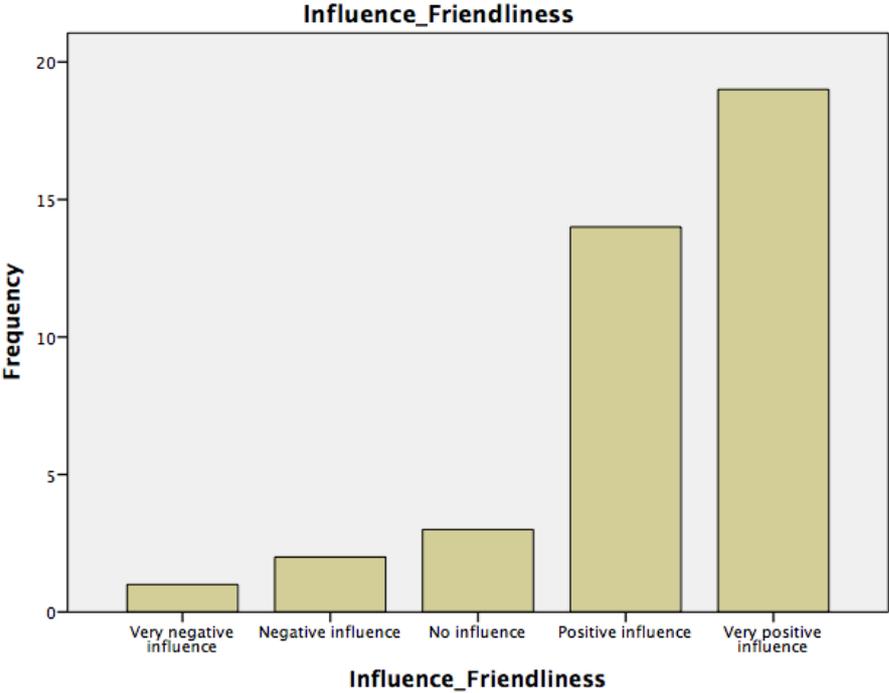


Figure 6: influence of friendliness.

5.2.2 Influence of time

The analysis of the closed questions of the questionnaires shows both that time has no influence and that time has a positive influence (see **Figure 7**). In the questionnaires, the respondents were asked whether employees spending time on them influences their satisfaction. The first thing almost all respondents said was: *“It is a known issue that there is inadequate time”* and *“there is no time”*. However, the respondents said that time have no influence or a positive influence, differing depending on the outcomes of the interviews. During the interviews, the interviewees were also asked what they think the influence of time is. First of all, time is a very important aspect of hospitality and all the clients know that there is not enough time. They argue that they feel respect for the hard work of the employees and that they do not mind if there is not enough time: *“As you probably know, spending time is hard. In the beginning, there were more employees. Now, they have to work with fewer people. For me, it is not that important”*; and *“There is no time. They have a certain number of minutes per client. They cannot help it, and I do not mind”*. During the interviews, the aspect time was a much-discussed subject because the clients know that there is not much time to spend on them and they feel respect for the hard work of the employees. However, the

clients also think that they deserve the time they need and if they do not receive this time, it has a negative influence on them: *“I am the kind of person who will ask and ask until something is done. I do not give up. If I have to ask 10 times, I will ask 10 times. Like the example of the phone? I have been asking for it for the last 14 days. And now finally I have what I want”*. Since the clients know that there is not much time, they are generally happy when the employees make a little time for them. This has a positive influence on the clients. However, some clients notice that there is no time to spend on them but the employees does have time to talk amongst them and have time to talk about how busy they are.

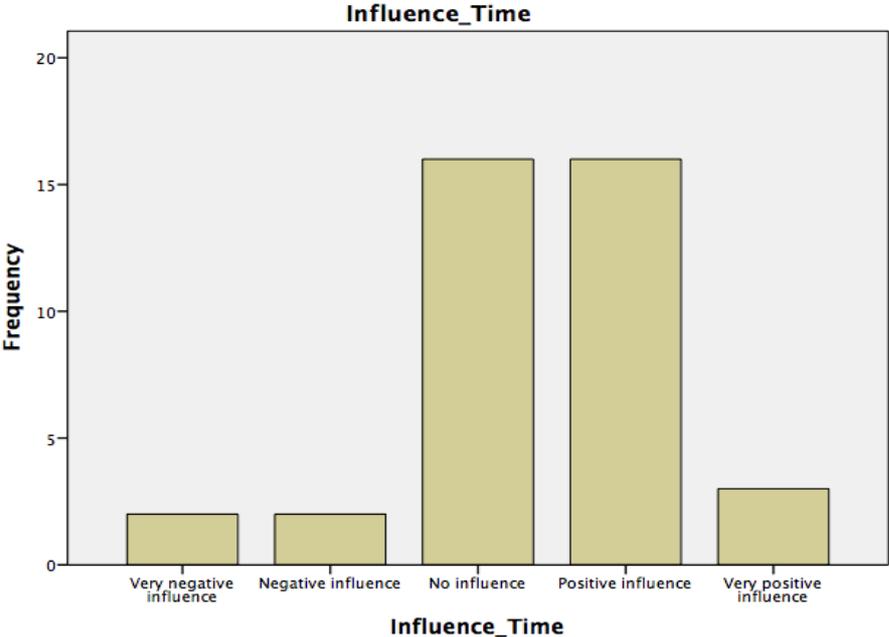


Figure 7: influence of time.

5.2.3 Influence of knowledge

Based on the outcomes of the open questions from the surveys, see **Figure 8**, it can generally be stated that the aspect knowledge has in general a positive influence on client satisfaction. In contradiction to this, during the interviews most clients mentioned that the knowledge of the employees has no influence on client satisfaction. This is due to the fact they can choose between Dutch and Indonesian food. However, the clients argue that it easy when the employees know what they like or do not like and whether they want to have breakfast or not. However, for some clients, the knowledge of the employees has a positive influence. For example, one client states: *“It is so nice that they know I would like to have coffee in the morning. So, they always give me a pot of coffee. For me, that is hospitality.”* This is an

example of knowledge about client wishes connected to knowledge and hospitality. Another example of knowledge connected to hospitality is the way the employees treat the clients: “I think I have already asked more than 10 times to please call me by my surname. I will not ask it anymore. It is annoying”. The influence of knowledge of the foodservice employees can be interpreted in different ways. Overall, it can be concluded that it is easier for clients when the employees have knowledge about them more than that it has an influence on their satisfaction.

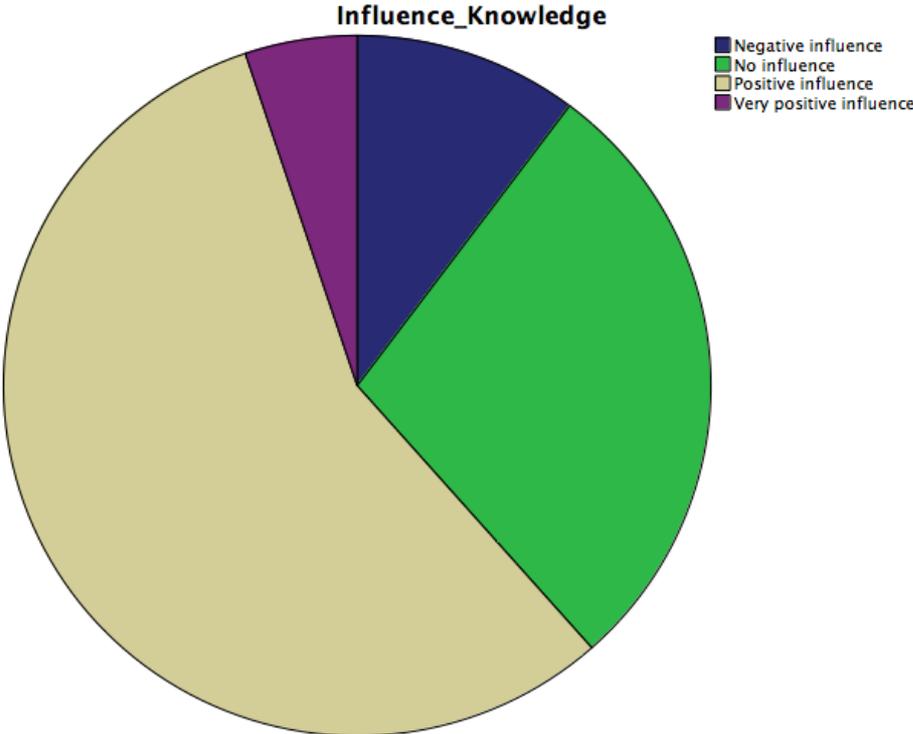


Figure 8: influence of knowledge.

5.2.4 Influence of empathy

Besides friendliness, empathy has a big influence on client satisfaction. **Figure 9** shows that empathy has no influence or a positive influence. Based on the results of the interviews, it can be concluded that it definitely has a positive influence. Showing empathy perhaps even has more influence on client satisfaction than friendliness. At first, during the questionnaires, the respondents were not so impressed by the question of whether empathy has an influence on satisfaction. However, during the interviews the interviewees mentioned that showing empathy is of great importance. It is of great importance because it gives the clients the feeling that they count, that they can rely on the employees, that they can express their

positive as well as negative feelings and emotions, and it creates a social relationship between employee and client. Empathy creates not only a relationship between employees and clients, but it is also a correlation between the two. It is like Hoffman's (2000) states: "Empathy is the spark of human concern for others, the glue that makes social life possible". It is about taking care of each other. This is the correlation between the employee and the client. If the employee feels empathy for the client, the client also feels empathy for the employee. *"You need to be sympathetic and you have to know each other. If you know each other then it is possible to feel empathy and get to know each other more"*. The results also show that when employees do not show empathy, it has a negative influence on client satisfaction. For example, one interviewee was completely independent and noticed that it is hard for the employees to place themselves in his situation: *"If you are independent in a hospital or in a nursing home, then you are just fucked. Because then it is you against the world. It does not matter if it is with water or medicine. Let me tell you: I like to drink water at night, but that is not the thing. The thing is: they do not put the table back. So I have to push this button and I have to wait and wait until they finally come. This is the same as when you have to go to the toilet. They will let you wait and wait"*. Empathy depends on the person. However, it was assumed that the empathy of foodservice employees is a natural feature and is not seen as an obligation; however, it can be concluded that it is not a natural feature for all employees. For example, one client states: *"The gent who brought you here. He would never support me with comfort and would never put an arm around me. When I started to cry when my mother-in-law died, he did not support me with any comfort";* and *"It would be nice to have someone put an arm around you to support you with comfort and who says 'I am so sorry for your loss'. But he, he was disappointed that my daughter was not here. It would have been nice if someone had said 'I am so sorry for you', or asked 'how are you feeling?'"* These are two examples of an employee not being empathetic that resulted in a negative influence on the clients. Nevertheless, those two interviewees experience also show that empathy has a positive influence on satisfaction. As previously described, empathy is about giving the clients the feeling that they count, that they can rely on the employees and can express their feelings, and it creates a social relationship. Most interviewees argued that the employees recognise when they are in need of help, when they are sad, or when they need someone with whom to talk. For example, one client states: *"If you are in a bad mood and you do not know what to do with yourself, you need to tell someone. For example, if the pain is too heavy and you do not know what to do, then it is really nice to have someone who will tell you that it will be better soon or try to put your mind on something else"*.

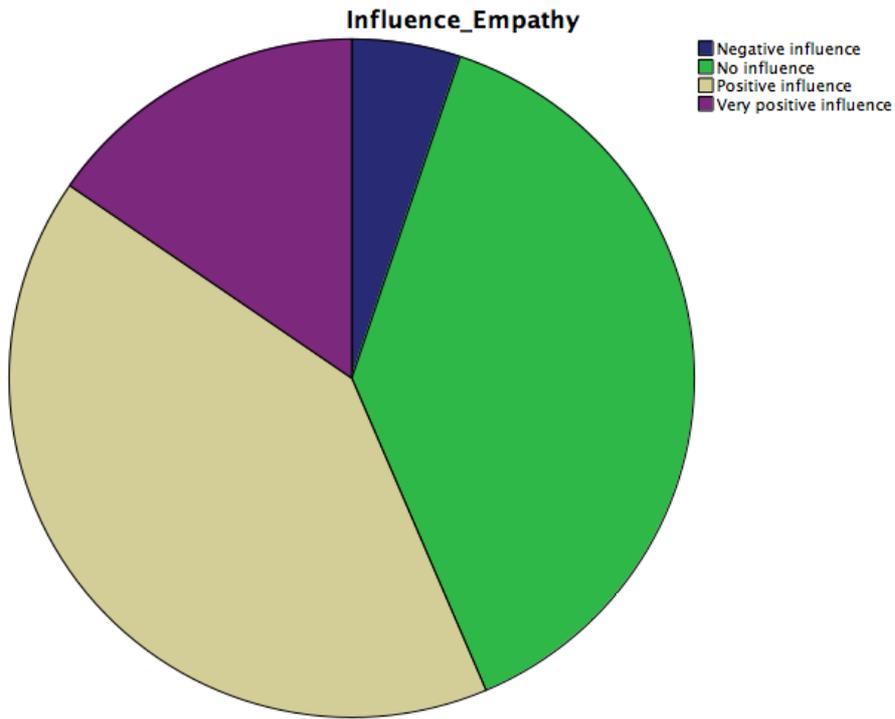


Figure 9: influence of empathy.

6 Discussion

This chapter describes the validity, reliability, and limitations of the research. Validity is about measuring what needs to be measured and reliability is about how reliable the sampling measurement instruments are, how minimized mistakes are, and what response rate to interviews and questionnaires was (Baarda and De Goede, 2001).

6.1 Validity

Validity is all about measuring what needs to be measured. This chapter describes and discusses the internal-, external- and construct validity in this research.

6.1.1 Internal validity

Based on previous studies and their questionnaires, a questionnaire for this thesis was developed by the researcher. The validity of this self-developed questionnaire is not proven. The decision for using a self-developed questionnaire is taken because current questionnaires do not measure the four aspects of hospitality used in this research study. The research mentor and a hospitality expert from Zinzia Zorggroep verified the questionnaire. Feedback from the mentor and hospitality expert was processed in the second version of the questionnaire. It was of importance that the questionnaire be understandable and readable for the research sample. The age of the clients within Zinzia Zorggroep ranges from 80 to 97 years. Therefore, a test questionnaire was given to an older woman of 84 years.

In order to identify what needed to be measured, an interview guide was developed. This interview guide was developed after the results of the questionnaire were analysed. The four defined aspects of hospitality are the focus of the interview guide.

6.1.2 External validity

The population of this study reflects only individuals at three locations of Zinzia Zorggroep. Therefore, the results cannot be generalised to other mental healthcare organisations. However, the outcomes of this research may be interesting for other locations and departments of Zinzia Zorggroep. To increase the external validity of this research, the interviews and questionnaires were held on the same day and at the same time. In order to prevent disturbance, the questionnaires and interviews were held in the apartments of the clients.

6.1.3 Construct validity

At first, the idea was to perform only quantitative research. In order to perform quantitative research, a questionnaire was needed. Since there was limited research on this research

subject, and therefore no currently available questionnaires that measures the four concepts of hospitality in this research, there was chosen for a self-developed questionnaire. Three challenges were encountered in the quantitative analysis: (1) the validity of the questionnaire is not proven, (2) the dataset resulted in a not normal distributed sample, and (3) a small sample size was used. As a result, SPSS regression analysis could not provide any statistics in which results could be generalised to the whole population. Therefore the collected quantitative data was analysed as descriptive. To make sure that what needed to be measured was measured, the researcher changed the focus from quantitative research to qualitative research. The four hospitality concepts were also measured during interviews, which increased the construct validity of this research.

6.2 Reliability

With qualitative research, it is often difficult to achieve high reliability (Baarda and de Goede, 2001). To increase the reliability of this research study, the triangulation method was used. Data was collected using three different methods: desk research, qualitative research, and quantitative research. In terms of desk research, data was collected using the questionnaire. In terms of quantitative and qualitative research, the researcher visited the clients personally to complete questionnaires and interviews. The outcomes of the questionnaire are incorporated and processed in the interview guide. This interview guide was used during the interviews to gain underlying and inside information related to the given answers to the questionnaires.

6.3 Limitations

This research is focussed on four hospitality aspects of food service employees and their influence on client satisfaction in homes for the elderly. Besides hospitality aspects, other aspects can have an influence on client satisfaction. However, this research investigated only the following aspects: time, friendliness, empathy, and knowledge. Therefore, conclusions will only be based on these four hospitality aspects. Furthermore, the respondents in this research were relatively old, hard to reach, and mostly in need of assistance in filling out the questionnaire. Therefore, it would have taken too much time to ask all of the clients to personally (electronically) fill out the questionnaire, which resulted in a low response rate of the questionnaire. The potential impact of the relatively small population for the research sample could result in the inability to reject propositions. However, the results of the questionnaire were used as input for the interview guide.

In addition, the population of this study reflects only individuals at Zinzia Zorggroep. This limits the ability to make generalisations to other mental healthcare organisations. A possible

way to overcome this limitation would be to include the vast majority of mental healthcare organisations in a future study.

7 Conclusions

Hospitality in mental healthcare organisations can play a role in client satisfaction in different ways, such as pertaining to the environment or to medical treatment; however, this research focussed on the role hospitality plays in connection with the behaviour of foodservice employees. As previously described, hospitality is a broad concept with many definitions. The definition of hospitality in this research takes into account the foodservice employees' friendliness, empathy, time, and knowledge, which stimulate the well-being of clients and client satisfaction in mental healthcare organisations. First of all, it can be concluded overall that the hospitality of foodservice employees has a positive influence on client satisfaction. According to this conclusion, the first proposition: 1) hospitality of foodservice employees has a positive effect on client satisfaction, is true. Secondly, almost all of the respondents and interviewees thought that the greatest part of employees is friendly. Almost all respondents and interviewees were satisfied with the hospitality of the employees. However, it is important that the employees be friendly in a natural way and do not see friendliness as an obligation. Furthermore, the friendliness of the foodservice employees is important for clients because it makes them feel at home and it makes them feel that they count. When employees are being friendly to their clients, it has a positive influence on client satisfaction. With this conclusion, it can be stated that the third proposition: the higher the friendliness of foodservice employees, the higher the client satisfaction, is true. However, not all foodservice employees are empathetic and the empathy of employees overall has positive influence. The most important influence empathy has on clients is that it makes them feel that they count and that they can express their feelings and emotions. With this conclusion, it can be stated that the second proposition: the higher the empathy of the foodservice employees, the higher the client satisfaction, is true. The third aspect of hospitality in this research, time, is important and has an influence. However, the result of the questionnaires only show that time is important, which the clients know. Due to cost savings, there is not enough time for employees to spend on them. As some respondents and interviewees mentioned, they feel respect for the employees' hard work but appreciate it when the employees spend time on them. Thus, it can be stated that the fourth proposition: the more time a foodservice employee spends on a client, the more satisfied the client will be, is not completely true, but also not completely false. Time is clearly an important aspect, but whether the time a foodservice employee spends on a client has an influence on client satisfaction cannot be determined. Knowledge is the final aspect of hospitality considered in this thesis. As seen in the results, knowledge can be interpreted in different ways. According to most clients, it makes life easier

for them if employees have knowledge more so than it has an influence on their satisfaction. However, it depends on the situation of the client. Therefore, the fifth proposition: the higher the knowledge of the foodservice employee, the higher the patient satisfaction, is disproved. Overall, it can be concluded that all four hospitality aspects of foodservice employees have their own individual influence on client satisfaction. When employees are friendly and show empathy, it has a positive influence on client satisfaction. Additionally, time has more or less of an influence; the clients know that there is no time, but appreciate it when they receive the time for which they ask. Finally, it is more that life is easier for clients when foodservice employees have knowledge than that it has an influence on satisfaction.

8 Recommendations

This study is a preliminary step in answering the question of what the influence of hospitality of foodservice employees in mental healthcare organisations on client satisfaction is. Results from the research and limitations as described in section 6.3 indicate that the higher the friendliness of the foodservice employees, the higher the level of client satisfaction and the higher the empathy of the foodservice employees, the higher the client satisfaction. Also, the knowledge of the foodservice employees is less important than the knowledge of the medical staff. Additionally, time is important and has an influence. However, most clients feel respect for the hard work of the foodservice employees and accept that there is sometimes less time available than they need. This research is mostly based on a qualitative research method and it is recommended to test these propositions using quantitative research, with a larger sample and in different mental healthcare organisations. Although different kinds of concepts have been included in this research, some other aspects may also influence the concepts as put forward in this research. Resulting from the feedback in the questionnaires and interviews, other points of focus, such as ‘the mood of the foodservice employees’, ‘the behaviour of other clients’, ‘the time spent in a mental healthcare organisation’, and ‘the reasons why employees work at a mental healthcare organisation’ are recommended for study in order to research this topic from the foodservice employees’ points of view. To take another step in answering how foodservice employees in mental healthcare organisations influence client satisfaction, the following is recommended: (1) Test the propositions using quantitative research; (2) use a larger sample size and more mental healthcare organisations; (3) research other aspects that have an influence on client satisfaction, such as the behaviour of other clients, the time spent at a mental healthcare organisation, and the reasons why employees work at a mental healthcare organisation.

As analysed some clients experience the unavailable knowledge of some foodservice employees. Therefore, for in particular Zinzia Zorggroep, it is recommended to involve the concepts and hospitality aspects of Zinzia Zorggroep during job interviews in order to create a more hospitable atmosphere and to test whether the candidate have the hospital competences. Furthermore as one experienced, some current employees do not have the knowledge of hospitality. Therefore it is recommended to train the employees in hospitality in order to create a higher client satisfaction connected to the hospitality of the employees. As the conclusion showed, some respondents and interviewees mentioned, they feel respect for the employees’ hard work but appreciate it when the employees spend time on them. Therefore it

is recommended to attract more volunteers in order to create more social time with the clients. Additionally, it is recommended to train the employees in planning their own working time.

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Appendix 1. Interview Guide

What is the influence of the hospitality of foodservice employees in mental healthcare organisations on client satisfaction?

Nowadays hospitality is a hot topic in mental healthcare organisations.

Think about the environment, different food concepts and questionnaires in relation to client satisfaction. In other words, the 'hard side' of hospitality.

What I actually miss in this 'hospitality epidemic' is the knowledge about your experience and expectation of hospitality.

Hospitality of foodservice employees in this research is defined as following: the foodservice employees friendliness, empathy, time and knowledge that stimulates the well-being and client satisfaction in mental healthcare organisations

With this research I would like to gain inside information about the experienced hospitality of clients, about foodservice employees, in mental healthcare organisations. With this information I would like to answer the following question:

How does the hospitality of foodservice employees influence the client satisfaction in mental healthcare organisation?

Before I planned these interviews I held questionnaires. During these questionnaires the following aspects of hospitality are discussed:

The friendliness: the way a foodservice employee behaves (smile; greeting; asking if you are satisfied)

Time: the social aspect. Does the foodservice employee make a social talk with you? Do they make the extra step?

Empathy: are the foodservice employees able to make they feel like you do?

Knowledge: do the foodservice employees have knowledge about your (eat)wishes

- What does hospitality mean for you?

* Can you give (an) examples(s)?

- What is your expectation of hospitality in relation to the foodservice employees?

** Can you give (an) examples(s)?

- To what extent are your hospitality expectations fulfilled?

* If so, can you give (an) example(s)?

* If not, can you give (an) example(s)?

- Friendliness of foodservice employees plays a great role in the hospitality experience and expectations of clients. Can you describe your experience?

- Time is another aspect of hospitality. In the past many time was available for clients in nursing homes and homes for elderly. However, nowadays less time is available to make a social talk or to do something extra

* What is your experience?

- Can you give (an) example(s)?

The results of the questionnaires are showing that clients notice that there is not enough time available. However time is important for the hospitality experience, clients accept that there is not enough time.

*What is your experience?

*Is time one of your expectations? Why? Why not?

Empathy of the foodservice employees is the third aspect. Please tell me if you experience this or if it is in your hospitality expectation?

*If so, why?

*If not, why not?

*Can you give an example of a moment when you experienced this? Or wanted to experience empathy?

A few respondents mentioned that empathy is very important in relation to the expectation. They think it is important that foodservice employees are able to feel like you feel. How do you think about this?

The final aspect of hospitality is knowledge. To what extent do you expect knowledge of the foodservice employees?

*Is this important for you?

*Why?

*Why not?

Most respondents argue that the knowledge is less important than the other aspects. However, on the other side they think it is important. What is your experience?

Are there any other aspects of hospitality connected to foodservice employees, which we did not discuss but which are important for you?

*Please tell me why this is important for you

Last question. Imagine, you work here as a foodservice employee. What would you do to increase the hospitality and how would you describe hospitality?

Question 1.

What is your gender?

- 1. Male
- 2. Female

Question 2.

What is your age?

- 1. Younger than 50 years
- 2. Between 50 and 60 years
- 3. Between 61 and 70 years
- 4. Between 71 and 80 years
- 5. Older than 80 years

Question 3.

For how long have you been living at Zinzia Zorggroep?

- 1. Shorter than 3 years
- 2. 2 till 4 years
- 3. 5 till 7 years
- 4. 8 till 10 years
- 5. Longer than 10 years

Question 4 a.

To what extend are you satisfied about the hospitality of the foodservice employees?

- 1. Very unsatisfied
- 2. Unsatisfied
- 3. Neutral
- 4. Satisfied
- 5. Very satisfied

Question 4 b. Why?:

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Question 5 a.

Which of the four hospitality aspects is the most important for you? Please circle only one answer.

1. The knowledge of the foodservice employees about your wishes
2. The friendliness of the foodservice employee
3. The available time of the foodservice employees for you
4. The empathy of the foodservice employees

Question 5 b. Why?:

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Question 6 a.

To what extend do you think the empathy of the foodservice employees is important?

For example: the extend the employees will take into account your feelings and needs

1. Very unimportant
2. Unimportant
3. Neutral
4. Important
5. Very important

Question 6 b. Why?:

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Question 7 a.

To what extend do you think the empathy of the foodservice employees have an influence on your satisfaction?

1. Very negative influence
2. Negative influence
3. No influence
4. Positive influence
5. Very positive influence

Question 7 b. Why?:

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Question 8 a.

To what extend is the friendless of the foodservice employees important?

1. Very unimportant
2. Unimportant
3. Neutral
4. Important
5. Very important

Question 8 b. Why?:

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Question 9 a.

To what extend do you think the friendliness of the foodservice employees have an influence on your satisfaction?

1. Very negative influence
2. Negative influence
3. No influence
4. Positive influence
5. Very positive influence

Question 9 b. Why?:

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Question 10 a.

To what extend do you think the knowledge about your situation of the foodservice employees is important?

1. Very unimportant
2. Unimportant
3. Neutral
4. Important
5. Very important

Question 10 b. Why?:

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Question 11 a.

To what extend do you think the knowledge of the foodservice employees has an influence on your satisfaction?

1. Very negative influence
2. Negative influence
3. No influence
4. Positive influence
5. Very positive influence

Question 11 b. Why?:

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Question 12 a.

To what extend is the time of the foodservice employee important for you?

1. Very unimportant
2. Unimportant
3. Neural
4. Important
5. Very important

Appendix 3. Breakdown structure of sub-questions

Sub-questions	Research method	Data collection	Measurement	Expected results
1. How does hospitality plays a role in mental healthcare organisations?	Desk research	Previous research towards hospitality in healthcare	Literature such as: Aase (2012); Reefman (2012) and Pentescu et al (2014)	The expected result is: that hospitality of foodservice employees is about: Behaviour; Treatment; Personal appeal; Taking care of a hospitable environment.
2. What are aspects of client satisfaction in mental healthcare organisations to foodservice employees?	Desk research.	Previous research and journals about aspects of client satisfaction in mental healthcare organisations.	Literature such as: Otani et al (2009); Dall’oglio et al (2014); Coenen (2014); Johnston (2004); Dubé and Menon (1998) Aase (2012); Reefman (2012) and Pentescu et al (2014)	The expected result is that: there will be improvement when it comes to the hospitality of foodservice employees
2a. What aspects of the hospitality of the foodservice employees are important for client satisfaction?	Desk research	Previous research towards hospitality in healthcare	Literature such as: Otani et al (2009); Dall’oglio et al (2014); Coenen (2014); Johnston (2004); Dubé and Menon (1998) Aase (2012); Reefman (2012) and Pentescu et al (2014)	The expected result is that: there will be many aspects of hospitality that are important for client satisfaction. Such as: behaviour; making the extra step; knowledge about the clients; showing empathy; being friendly; having time for the client.
3. How do clients in mental healthcare organisations experience the hospitality of foodservice employees?	Surveys and interviews	Semi-structured interviews and questionnaires	Descriptive analysis of questionnaires and coding of the open questions and transcriptions of the interviews	Hospitality of foodservice employees has a positive effect on the client satisfaction
3a. How do clients in mental healthcare organisations experience the empathy of the foodservice employees?	Surveys and interviews	Semi-structured interviews and questionnaires	Descriptive analysis of questionnaires and coding of the open questions and transcriptions of the interviews	The higher the empathy of foodservice employees, the higher the client satisfaction
3b. How do clients in mental healthcare organisations experience the friendliness of the foodservice employees?	Surveys and interviews	Semi-structured interviews and questionnaires	Descriptive analysis of questionnaires and coding of the open questions and transcriptions of the interviews	The higher the friendliness of foodservice employees, the higher the client satisfaction
3c. How do clients in mental healthcare organisations experience the knowledge of the foodservice employees?	Surveys and interviews	Semi-structured interviews and questionnaires	Descriptive analysis of questionnaires and coding of the open questions and transcriptions of the interviews	The higher the knowledge of foodservice employees, the higher the client satisfaction

<p>3d. How do clients in mental healthcare organisations feel about the available time of the foodservice employees?</p>	<p>Surveys and interviews</p>	<p>Semi-structured interviews and questionnaires</p>	<p>Descriptive analysis of questionnaires and coding of the open questions and transcriptions of the interviews</p>	<p>The more time a foodservice employee spends on a client, the more satisfied the client will be.</p>
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Appendix 4. Transcriptions

For the total transcriptions please refer to the additional hard copy document or the documents on the USB stick.

Interview 1.

Nelleke: what does hospitality mean for you?

Miss Bos: It depends on who you are. I mean, if you are a sober person than you simply let it come to you. And then you will judge if it is hospitable or not. For example, I think this is friendly or it is not. It is something that strongly has an influence.

Nelleke: hmm hmm

Miss Bos: do you understand?

Nelleke: Yes I understand you. But I mean, what does hospitality mean for you, I mean what does it mean for you as a person?

Miss Bos: for me? I will simply let it come to me. And if somebody is friendly to me, and is able to stay friendly, than I will be friendly to them as well.

Nelleke: yes

Miss Bos: It depends on who you are. Are you able to think or look further? Because hospitality is a very wide concept. If you are able to see what they all do for you, who they are and where they are busy with, do you understand?

Nelleke: yes, I understand

Miss Bos: and you are able to accept it, that a different background will come up. Than you will receive more appreciation and respect which is in my opinion also an effect of being hospitable. It is always nice when you are being treated on a friendly way. However, I can also accept it when someone is in a bad mood and normally is very friendly and nice. But that is not the case for everybody, than it would be 'fake' friendly and I do not like that. Being friendly in a natural way is very important for me. Many people are unable to artificially raise friendliness. When they try to be friendly but they are not, you will notice this. You will notice this because one person is out of focus and the other person will fall short not only himself but also the other people without knowing it. I think all these aspects will make hospitality a relative concept.

Nelleke: Yes, it is. Hospitality is a very broad concept.

Miss Bos: do you understand? And there is so many more to say about hospitality! Hospitality can also be that you look after certain interests. It is like a tool that you use to get your

interests done. I think hospitality in healthcare is very important and that it really can take place. Because in the end, the people who are here, are not themselves. All the people are using medicines, they all have pain and everybody has his own way of living. It is hard to express yourself when you are in a bad mood, at least I think it is hard.

Nelleke: If I understand it right, it is important for you to express your negative feelings?

Miss Bos: yes it is important however it is really hard to express these negative feelings. Most of the time the employees are too friendly, and than I do not know what to do with these feelings.

Nelleke: well the way I understand it now, hospitality for you is a wide concept. The friendliness of the employees was the first thing you mentioned, like many other interviewees did, is of great importance. However you also mention that it is very important to express your feelings when you are in a bad mood.

Miss Bos: yes. For example, when you are in such a bad mood that you really do not know what to do with yourself, for example when the pain is too intensive. But on the other side, it is so nice that they help you and are telling that everything will be ok. Or they try to help you think of something else. Every employee do this on her/his own way.

Interview 2.

Nelleke: no today it is not so cold and windy. Your apartment is on a nice height. However downstairs it is less windy and cold.

Miss A: well that is perfect for the other people

Nelleke: I would like to ask you to what extend you are satisfied about the hospitality of the foodservice employees. With foodservice employees I mean all the people who serve the food. It does not matter if you dine in the living room at this floor or the restaurant downstairs.

Miss A: Oh all the people are so friendly, yes!

Nelleke: and do you think the friendliness is important?

Miss A: Yes, that is important. Especially that they do everything proper. They prepare everything in a way I can eat it directly and than they serve the food. For me this is perfect.

Nelleke: ok, and do the foodservice employees do a lot of you? For example, if you do not like some kind of food?

Miss A: Oh yes! I really do not like vegetables. However they serve vegetables always but I never eat them. Haha My children always say: “mam, you have to eat the vegetables” I will

not eat it. I always say:” I know, but I do not eat them, make someone else happy with these vegetables” I do what I want, so I do not eat them

Nelleke: haha, Do the foodservice employees do agree with you?

Miss A: hmm no they do not agree. They always tell me to eat the vegetables because it is healthy. I always say: “It should be healthy, I will not eat them!” I will leave the veggies on my plate.

Nelleke: yes...

Miss A: all the other food I will eat. The potatoes, meat or meatball whatever it is, I will eat it.

Nelleke: yes...

Miss A: and rice with Indian dishes, haha but NO vegetables.

Nelleke: you will eat anything except vegetables. The fact that the employees know this, it makes it easier for you?

Miss A: yes if they know it is fine, and they know. Luckily!

Nelleke: exactly. For this research I investigate four aspects of hospitality due to the fact it is a wide concept. If I want to investigate all the aspects of hospitality it will take me about 5 years, so I choose the following four: knowledge; friendliness; time and empathy.

Interview 3.

Nelleke: also about your personal wishes?

Miss Bayens: yes I think so yes.

Nelleke: do you think this is important?

Miss Bayens: it is nice yes. For example, I like to drink coffee in the morning. So they give me always a pot of coffee. For me, that is hospitality.

Nelleke: yes indeed, I can imagine. Do you have more of these examples about hospitality?

Miss Bayens: I think this was a good example. And I like to eat every day Indian food of Rumah Kita. They know it here, so everyday I eat Indian food.

Nelleke: that is nice. So you do not have to tell everyday that you prefer Indian food and that you like to have a cup of coffee in the morning.

Miss Bayens: no they know and I think that is good and nice.

Nelleke: I can imagine. I see there also a radio next to your bed. Is this something you have done yourself or is this a service of the organisation?

Miss Bayens: no the radio is of my grand daughter; she does not use it anymore. I think she has the same age as you have

Nelleke: that is sweet. Do you like to listen to the music?

Miss. Bayens: yes a lot!

Nelleke: I like it too! Imagine, if you were an employee in this organisation. What would you do to make the clients feel like home or to increase the hospitality?

Miss Bayens: well all those things I expect from an employee, I just gave you the examples?

Nelleke: yes you gave the examples! All those examples are interesting.

Miss Bayens: I think the little small things are the things that make it hospitality

Nelleke: So if I may summarise your description of hospitality is friendly people who are treating in the right way. Do you also mean personal appeal?

Miss Bayens: well yes, some people have a nice personal appeal and some do not. Look at me, it looks like if I am angry but I am not. haha

Nelleke: that is true; it is more or less the underlying thought?

Miss Bayens: I have a friend, and her mouth corners are always down. In the beginning I thought she is always angry and grumpy. Now I know her and she is a sweet, but she does not have the looks.

Nelleke: so friendliness for you is only about the psyche and not about the looks?

Bayens: yes yes exactly, I think your summary is very good.

Nelleke: well if something is not right than please let me know. That would only be better for my research. Let me see, what do I have to ask you..

Did you also experienced less hospitality moments?

Miss Bayens: hmm no I do not think so. There should be certain moments but I cannot remember them.

Nelleke: if you do not know, it is not a problem

Miss Bayens: Oh I have an example of small things. The male who is working here he is friendly. I wash myself, and he always puts a towel and washcloth next to the sink. The others do not do this. I think that is also a small little thing of hospitality.

Interview 4.

Nelleke: It seems that it is important for you to know that it is possible?

Rob: Yes that is for sure. The hospitality is very important. The hospitality here is magnificent. They welcome you so warm, for example: I will visit you tomorrow, if there is something just let us know, can we do something else for you or can we do something for each other? That is so nice, the friendliness is always open and good.

Nelleke: yes..

Rob: Yes the hospitality and friendliness is very good. That is where you come for right?

Nelleke: well yes, I came here to listen and ask you about your hospitality expectations and experiences. Are this the 'hard' aspects like the environment, how does it look and feel like and is it cosy? Or also the soft aspects, like how do they treat me, are they friendly, do they have time for me, do they have empathy for if you had for example a bad night. These are the aspects where I am looking at and if these aspects are connected to your experiences and expectations

Rob: well yes there are nights that are bad. And than they try to help me to get over it, at least they try. And than they say:" we feel sorry for you, what can we do for you?" and than we talk for a while and than everything is fine. Mostly it is the small short talk..

Nelleke: so, actually the small things

Rob: yes

Nelleke: are there more examples of 'small things' that they do for you?

Rob: the small things...

Nelleke: yes, or bigger things it depends on what is important for you.

Rob: pff, well.. yes the calmness here.. the calmness of outside has a big influence and that is what you need when you are here. It is also important for elderly but also for recovery. I am on the right place here. It is calm and you are allowed to do what you want to do. You really cannot say that there is many noise it is calm and relaxed and you are free in what you want to do. Please go outside, but let us know where you are, if something is happening we know where you are.

Nelleke: yes, so the calmness is also very important for you?

Rob: yes, the calmness is very important! The location is beautiful here, beautiful! I live close by in Ede and I always say when you are living on the 'Veluwe' it is good. But this is positive, very positive!

Nelleke: ok, so if I asked you, what would you do to make the clients feel like home and to improve the hospitality when you would be an employee here?

Rob: you mean to motivate?

Nelleke: yes also, imagine you are an employee here and I am revalidating.. what would you have done to improve the hospitality? Or make the clients feel welcome?

Rob: I do not think I understand what you mean

Nelleke: ok. Let me ask the question literally: imagine, you are an employee,...

Rob: oh yes, oh yes I get it.

Nelleke: what would you do to improve the hospitality?

Interview 5.

Nelleke: I do research towards your expectations and experience of hospitality in mental healthcare organisations. There have been done many researches to improve the hospitality in mental healthcare organisations. You can think about the decoration of a building: the colours; lighting. But I am wondering to what extend is this important? And what do the clients think about the way they are treated and what do you think is important?

Henk:

Nelleke: so I would like to ask you what is your expectation about the hospitality in this organisation?

Henk: the hospitality is very good!

Nelleke: yes

Henk: yes, very good!

Nelleke: and what is hospitality for you?

Henk: that the employees are friendly and that they can 'bullshitting' and that they can take a joke. And that they are able to handle me.

Nelleke: haha yes? So in conclusion: friendliness and the possibility to make jokes is the most important of hospitality?

Henk: yes, that is really important for me.

Nelleke: and are you satisfied about the hospitality here?

Henk: yes

Nelleke: are there any points that you are missing? Or not at all?

Henk: yes of course! Especially the light, yes I am blind. But we cannot do anything about that.. so it does not make sense to change the light.

Nelleke: hmm ok. Actually I am not looking for the hard aspects of hospitality but more to the hospitality of the employees, how friendly you think they are and what important is for you.

Henk: well I think you have recognized when she was here.. How I deal with them, that is the way they deal with me.

Nelleke: what do you mean? I was in the office when she was here

Henk: well like.. they call me with my first name, and I asked for it.

Nelleke: because you like that? May I call you with your first name?

Henk: yes, I like that. My name is Henk.

Nelleke: so it is Henk, and you like it when I say Henk. Do you prefer you or you?

Henk: you

Nelleke: ok.

Henk: yes when you say you.. it is like..

Nelleke: but the people know that you like to call by your first name

Henk: yes they know, but they do not do it.. there are only a few who are calling me by my first name.

Nelleke: really?

Henk: yes, I can say it 10 times again, but now I am done with it.

Nelleke: however for you it is important that they do this?

Henk: there are a few who are doing it.. but only a few

Nelleke: to be honest I must say that it is hard for me to call you by your first name. Normally I say you or I call them by their last name. But if you prefer your first name I will try it.

Nelleke: When you arrived here, did you had any expectations about hospitality in this mental healthcare organisation?

Interview 6.

Nelleke: no, but it is an important aspect of hospitality?

Mister Bos: yes it is an important aspect, especially due to the fact the friendliness is not fake, it is natural. There are friendly people but there are also less friendly people. I think this is always the case. They are not machines.

Nelleke: no

Mister Bos: it is possible that they have private problems, and you will recognise this during contact moments with others and I can understand it.

Nelleke: and do they understand you as well?

Mister Bos: I think so. One thing I noticed as well as in the hospital as here you have to it all by yourself.

Nelleke: oh really?

Mister Bos: I can give you examples? Lord, lord, lord. For example in the hospital you are dependent on everyone, you can completely nothing by yourself. You ask for water and than they say: "we will bring it as soon as possible" and you will never see them back with the water. Or another example, I have a telephone but is does not work and I will deregister, well

it is already a week ago and it still is not managed. Another example, I have a leaking catheter and than they say: “we will help you in a minute” and I already know that they do not have the knowledge and capacity but they do not want to say no but nothing is happening. You really have to make sure they will help you out. This morning I tried to make an appointment with the doctor, after a long discussion I have the appointment. The appointment is tomorrow, if he is coming. And these things are happening all day long. If you ask something, for example a medicine or just a question they will say: “oh yes” and you will never see them back. It is here and it is in the hospital.

Nelleke: so it is more or less the aspect of time?

Mister Bos: I do not know, but they do not think. Another example: I have a broken hip and arm. And if this table is close to my bed I am able to get my water or my glasses. And then an employee is coming in to help me, and she moves the table away and walks out the room. I cannot get my water or glasses anymore. These kinds of examples, I can give you examples the whole day.

Nelleke: Ok, so these kinds of aspects; for example the table. You should say it is some kind of empathy, they do not think: Oh I have to put the table back.

Mister Bos: those people do not think, they do not think about anything.

Nelleke: but for you this is important.

Mister Bos: I have accepted it. My oldest daughter gave me the advice to just let it go. It does not make any sense to think about it. It makes me only angry and you do not change anything.

Nelleke: no, no, and because I am wondering what your expectations are and what is important for the people here.

Mister Bos: if you are dependent in a hospital or here is does not matter than you are fucked. Because than it is you against the world. And this is with medicine and water is does not matter. Let me tell you, I like to drink water at night.. And that is not the thing, the thing is that they do not put the table back.. So I have to press the button.. and I have to wait and wait same as when you have to go to the toilet. They let you wait and wait..

Nelleke: hmm yes

Mister Bos: that is the reason why I did not eat for 10 days. I do not count on them anymore.

Interview 7.

Jan: well, my fist expectation is that I can walk when I go home. The last few years, the expectations were not so positive. But now I have decided to amputate my leg things are

much better and positive. Now I will not become sick anymore. And then you need a place where you can stay to revalidate. And look I am in a paradise, and it is good here. In the morning I get my breakfast, they help me going out of bed, washing and therapy. And there I have to do my exercises and they try to help me with recovering. I have to do stabilisation exercises on one leg. My other leg is also bad but is also in recovering. A while ago I had a 'tia' whereby my leg was half paralysed, so I train this leg as well. Here they think that I am able to leave the building as a dancer.

Nelleke: that will be fantastic!

Jan: yes it will be, I hope so. I hope I can walk a little bit. They expect that we will reach the goal, the way I move and act. Well yes and the care.. I get my drinks, food and medicines on time and they give you everything you need to recover. To be honest, I like it here.

Nelleke: Yes! Almost everyone I have spoken with like it here. Of course they do not like the reason but they like it here. When you came here, did you have any expectations about the hospitality of the employees?

Jan: yes.. Well I knew this organisation because of my mother in law. She stayed here also for a while, and this was quite positive. So I expected to be on the right place here. I also have heard of other organisations but they focus more on how to reintegrate in the society. But that is not what I need. In 2009 I became sick and the negative rollercoaster started. I came from the one to the other, and now finally it looks like it will be a bit better and positive. Well and if it is possible to recovery close by house it is perfect. It is easy for my wife, children and friends to visit me. It is almost walking distance. So the choice was easy, close by and good references.

Nelleke: so this is the place, and you like it here?

Jan: yes definitely and I am very happy and satisfied.

Nelleke: that is great, and what does hospitality mean for you?

Jan: what does hospitality mean? In any case, this place makes me feel like I am in my own resort. Of course you have to get along with each other, but not everyone is like: "hee mister Boshoven, it is so nice to see you here" there are also employees, especially during the night they are like: "he, you have to pee?" and these are the people who only have this job to earn their money or to pay their mortgage, and have little affinity with what care is about. Of course you cannot eliminate these people and you cannot also not expect that all the employees are always friendly especially when they do not aspire this kind of a job. At least, this is what I think; I think you cannot be friendly if you not aspire a job.

Nelleke: hmm ok. And you recognise the difference?

Jan: Yes I recognise the difference

Jans' wife: I think there are only a few employees who are like the night employee?

Jan: yes, there are only a few.

Jans' wife: during the daytime they are all friendly.

Nelleke: maybe the difference is also because during the day there is more to do?

Jan: yes also, and I am not a very difficult person. I will not grumble and I am not the person who will make social contacts.

Jans' wife: you are not so much demanding.

Jan: no I am not. For me it is almost always good.. I am not a difficult person.

Interview 8.

Nelleke: and than you have diner. And than the employee arrives at your table, maybe in a hurry because they do not have much time, and than?

Miss C: I always greet them, and they greet me. I always greet my table partner. He does not speak Dutch very well. I always say hello and goodbye. And he says me hello and goodbye.

Nelleke: actually you are very satisfied?

Miss C: Yes I am very satisfied.

Nelleke: please tell me, what on Rumah Kita makes it that you are so satisfied?

Miss C: what makes me satisfied?

Nelleke: yes, what is it here what makes you satisfied?

Miss C: I think the friendliness

Nelleke: yes? And you mean the friendliness of everybody?

Miss C: yes, why not?

Nelleke: I do not know, I ask you. Because if friendliness is important for you I would like to ask you what friendliness mean for you?

Miss C: well that is a difficult question

Nelleke: that is right, it is a difficult question

Miss C: hmm... what is friendliness? Friendliness is just friendliness.

Nelleke: sounds logic he? Friendliness is friendliness. I think friendliness for most people is the same and a general concept.

Miss C: silence....

Nelleke: if you would ask me I would say: “friendliness is saying hello and goodbye, people who makes me feel welcome, and that what they do, that they do it with a smile. Most people who I have asked what friendliness means do not really have an answer. They all think it is important but do not have a definition of friendliness and do not know what they exactly mean by friendliness.

Miss C: no. Well sometimes there is a person who judges me due to the fact, I say people hello and goodbye, I think that is strange! I can say hello and goodbye to anyone!

Nelleke: yes I think that is strange to. For me it is normal to say hello and goodbye.

Miss C: I think it is normal too. Why may I not say people hello and goodbye? I do not care.

Nelleke: indeed, you do not have to care. Just be you.

Miss C: I will do what I want. My son is coming often to visit me. That I will go in the wheelchair and he takes me to the city centre. We eat an ice cream and talk. He is working in a nursing home so he knows how it goes.

Appendix 5. Coding of transcripts and questionnaire

For the total overview of coding please refer to the additional hardcopy document or the Excel document on the USB stick.

Friendliness of employees	Natural friendliness	Effect time of employees	What makes hospitality	Empathy of foodservice employees
If we say something about the quality of food or the food is self they react very friendly.	Everything here is very positive. Everyone is very friendly in a natural way. They always say: you can ask or say whatever you like. They take their time to answer the questions. It is reassuring	There it too less time. Sometimes I have to ask my questions more times before I get an answer.	What is hospitality for me? That people are friendly and not being impatient. For example, I want to ask something and the employee is already almost outside the door.	I expect, on medical basis that it is perfect. I was in Rijnstate hospital and they transferred me to ONO. And ONO in my opinion is very good, not only medical but also other services: food; support; explanations etc. I think that is very good.
Personal appeal and treatment are very important to me. If someone looks very angry all the time is does matter for me	It is not everyone's ability to be friendly all the time. And if you do not have the ability and you are friendly all the time than it is not natural anymore, and I really do not like that. For me is being	I think this is very important, Everything will take longer, also the help in healthcare. The employees cannot do anything about it. When you are getting older, things will be harder.	For me all the aspects are important. Everybody is very friendly and nice. Due to the friendliness I am very satisfied. Friendliness for me is... just friendliness.	I think it is nice when employees make a small talk with me and that they understand me. They give me the feeling that I still count.
The more friendlier and employee is, the more satisfied I am.	There is a big difference between the employees. The one is friendly because he or she is friendly and the other one is friendly because he or she has to be friendly.	If employees are snappy and do not have any time the day will start not very good for me. I am alone, the whole day. The employees are only coming when I am in need of help. There is too much time for to think about my problems. This frustrates me.	It depends on how you think about hospitality. If you are a sober person than you will wait for it, And you will judge it at the moment you are there. This is right or wrong for me, this is friendly and this is not friendly.	As soon as the employees know me, they can assess whether I need help or something. I know what I can expect from them. This has a positive influence on me

Expectations of hospitality	Knowledge of the employees	Important other aspects of hospitality	Satisfaction of clients
For me it is really important that they listen to me, it gives me the feeling that I am counting.	I can choose myself what I would to eat. So for me it does not matter whether they know something about me or not.	It is nice to have someone to talk with. Also for us, it is different than other days.	I am very admired and satisfied about the hospitality. They do everything to make me better; we all have the same goal. We say many times to each other what are all those people friendly and nice and the patience they have.. Sometimes I ask myself: Do I deserve this?
Being correct and having respect for my privacy is very important. Always knock the door when you want to enter, than I know someone is coming.	I have problems swallowing, so for me it is important that the employees know this	What is the most important for me? I think the most important is that I know that I count, and that they take me into account.	I am very satisfied and the hospitality is very good and important. It is also something like a business card.
Another important thing of hospitality for me is that I can express my feelings, positive as well as negative. Due the medicines and situation people here are not themselves. And for me it is hard to express my feelings when I do not feel well or when I am in a bad mood.	I think I have already asked more than 10 times to please call me by my surname. I will not ask it anymore. It is annoying”.	For me it is really important that they listen to me, it gives me the feeling that I am counting.	I am very satisfied and thankful about how it works here. We have it very good. They have their disabilities but there is enough to appreciate. I am criticizing them now, but I know they do their best.
As it is in the ability of the employee, I am sure that they will take me into account.	For me it is frustrating when the employees do not know what is being served. I have the feeling that mostly the employees do not know what they are serving	I think I have already asked more than 10 times to please call me by my surname. I will not ask it anymore.. It is annoying.	You do not want to be unfriendly. Sometimes I think it is hard. But now I get used to it. For me it professional attitude that is the best thing you can do. You need to test each other, it is like a business relationship