

# ***LYCar Company Product***

## ***Limitation of Unethical rule breaking***

### ***Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors***

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**Block:** 2020/2021 D  
**Campus:** The Hague  
**Date submitted:** 30.05.2021



Max. Word Count 12000	Yes
HTH writing guidelines applied including Harvard Referencing Style	Yes
Report uploaded in Ephorus	Yes
Report uploaded in Osiris	Yes
Ethical, integrity and data management requirements met	Yes

**Word Count: 11095 (10696 in text; 399 in figures)**

# Preface

This thesis aims to understand the unethical rule breaking of F&B service employees in five-star hotels in Germany and Switzerland. Further, it researches what context-related situational factors can limit this behaviour.

The signature course of the last phase of Hotelschool The Hague is LYCar. During this course, students prepare themselves for their upcoming careers. This research is part of this journey. It allows students to show their research skills and enables them to dive into a topic of their interest, creating a valuable product for their commissioner.

With this paper and obtaining my bachelor's degree in Business Administration in Hospitality Management, a very important and valuable chapter of my life ends. The last few years were one big adventure, where I learnt so much and made friends for a lifetime. I value the professional skills Hotelschool The Hague taught me and highly appreciate the school's focus on personal development.

I want to thank Ms Van Geuns, my commissioner, who allowed me to conduct this project and for inspiring me to dive into this specific topic within Business Ethics.

Further, I want to thank my sister Simone, and my friends Meemee, Evelien, and Thibault, who supported me throughout the journey. Next to constant emotional support and motivation, they always gave me valuable feedforward and ideas for my research project.

Lastly, I am grateful for the support and assistance I got from my LYCar Coach Ms Huynh. With her enthusiasm and motivation, she guided me through that process and enabled me to deliver the research on time. She was always available, and never hesitated to sacrifice her time, when I was stuck in the process.

## Executive Summary

Nowadays ethically correct behaviour becomes increasingly important. Since five-star hotels deliver experience rather than just service, it is crucial to adapt to this development and display ethically correct behaviour throughout the organisation. Nevertheless, six out of ten hotel employees break the organisational rules unethically (Ghosh and Shum, 2019). This includes stealing, acting for personal benefit, risking food safety, taking tips, disregarding company rules and more.

Next to individual factors, situational factors play an important role for ethical decision making. Especially, context-related factors are claimed to be even more important than individual aspects. Due to a lack of evidence regarding rule-breaking behaviours of F&B service employees, this research aims to understand why rule breaking happens and how it can be limited. Thus, the main research question is formulated as followed:

***Which context-related situational factors limit the unethical rule breaking of F&B service employees in five-star hotels in Germany and Switzerland?***

Scientific evidence shows that context-related situational factors (leadership, co-workers, and organisational culture) influence unethical rule breaking behaviour. However, it needs to be identified whether this evidence also applies to F&B service departments in five-star hotels and which of these aspects can help to limit unethical behaviour.

Therefore, ten semi-structured interviews and one focus group with two attendants were conducted. All participants are current or past F&B service employees in five-star hotels in Germany and Switzerland.

All evidence gained from the research process shows that leadership has the most significant influence in limiting unethical behaviour of F&B service employees. Therefore, the conclusion is that a leader needs to have specific characteristic traits. Most importantly, they must show positive recognition of work done by employees, be widely approachable, have good listening skills, care about the subordinates, and be well-organised. While there was no evidence found that framing of problems impacts the limitation of rule breaking, leaders can increase the unethical pro-organisational behaviour of employees.

Co-workers have considerable influence on limiting unethical behaviour, however, less evidently than leaders. On the one hand, it was found that a good relationship between colleagues enhances unethical rule breaking. On the other hand, a good relationship also increases organisational citizenship behaviour.

A set code of conduct as part of an organisational culture can only limit the unethical rule breaking to a certain extent. However, it is only seen as useful if superiors comply with it themselves.

In general, rules are often broken for different reasons. Drinking wine illegally, coming late to work, lying about drink ingredients, and handing out a wrong but similar wine to guests is not seen as unethical rule breaking.

Based on the practitioners' and the scientific evidence, a solution in form of an ethical Leadership Development program was designed. This calls for F&B leaders constantly being trained in the required skills, such as communication and listening skills. It is important to contextualise the program to the department, tailor it to the company's values, and create a definition of leadership before implementing it.

This solution is based on the needs of the different generations working within the F&B service department, the overall global influences such as psychology of work, the specific requirements of hospitality industry, and the different types of hotels. The ethical leadership program focuses on continuous improvement and is thus executed quarterly for all senior positions. As the participants of this research are exclusively Millennials, the best leadership style is a combination of ethical and transformational style. This also caters to the new workforce Generation Z and meets the needs of Generation X. Since the participants worked mostly in privately owned hotels, the program was designed for F&B departments of independent hotels where the majority of the workforce are Millennials or Generation Z.

Afterwards, interventions based on the Plan-Do-Check-Act model were created. This guideline can serve any independent five-star hotel in Germany and Switzerland when establishing the hotel specific ethical leadership development program for their F&B departments. Firstly, a project team needs to be created and the specific program for the hotel needs to be developed (experts can be hired). The implementation of the program must be communicated transparently to all employees. Then, a trial run with one F&B leader starts. Based on the feedback of the participant, the affected subordinates, and the trainer, the leadership development program will be adapted. This marks the official start of the ethical leadership development program which will improve leadership and thus limit unethical rule breaking. In addition, this program also affects employee performance due to better soft skills and enables better service performance.

The impact of the solution will be measured by a before-after assessment in form of a survey. It will be distributed to F&B service employees and will evaluate the following:

- Trust level regarding manager
- Approachability of manager
- Integrity level of manager
- Experienced ethical behaviour of manager
- Experienced communication skills of manager
- Experienced treatment of employee by manager
- Experienced treatment of colleagues by manager

Further, KPIs representing customer- and employee satisfaction, financial performance and volume are measured as follows:

- Employee turnover
- Number of sick leaves per employee
- Number of customer complaints
- Departmental sales
- Customer satisfaction
- Number of returning guests
- Seat turnover of outlet
- Seat occupancy of outlet

This program involves several stakeholders. Next to the F&B leaders attending, it affects the HR department and the hotel's General Manager. External consultants could be hired for the project. Indirect stakeholders are customers of the establishment, who will experience improved service due to the ethical leadership development program.

Further research is advised on the impact of framing when it comes to limiting unethical rule breaking. Finally, extensive research on organisational citizenship behaviour and the influence of co-workers on ethical behaviour is required as well.



*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

## **Table of Abbreviations**

CoC	Code of Conduct
cSF	Context-related situational factors
F&B	Food and Beverage
FBSE	F&B service employees of five-star hotels
GM	General Manager
HR	Human Resources
eLDP	Ethical Leadership Development Program
OCB	Organizational Citizenship Behaviour
UPB	Unethical pro-organisational behaviour

# Table of Contents

<b>Preface</b> .....	2
<b>Executive Summary</b> .....	3
<b>Table of Abbreviations</b> .....	6
<b>Table of Contents</b> .....	7
<b>1. Problem Definition</b> .....	9
<b>2. Analysis and Diagnosis</b> .....	11
<b>Employee behaviour and unethical rule-breaking</b> .....	11
<b>Ethical behaviour influenced by organisational culture</b> .....	11
<b>Employee behaviour influenced by leadership</b> .....	12
<b>Employee behaviour influenced by co-workers</b> .....	13
<b>Conclusion</b> .....	14
<b>Conceptual Framework</b> .....	14
<b>3. Methodology</b> .....	15
<b>Research Questions</b> .....	15
<b>Data collection</b> .....	15
<b>Population</b> .....	15
<b>Sampling</b> .....	15
<b>Data Analysis</b> .....	17
<b>Ethical data management</b> .....	17
<b>4. Findings</b> .....	18
<b>Conclusion</b> .....	29
<b>5. Solution Design</b> .....	31
<b>Conclusion Solution Design</b> .....	38
<b>6. Intervention</b> .....	39
<b>Timeline Interventions</b> .....	40
<b>7. Evaluation</b> .....	42
<b>8. Dissemination</b> .....	44
<b>9. Academic Reflection</b> .....	45
<b>10. Appendix</b> .....	46
<b>App 1: Why Business Ethics is important</b> .....	46
<b>App 2: Culture-Triangle by Geert Hofstede</b> .....	47
<b>App 3: Interview Structure</b> .....	48

<b>App 4: Calculation of Population .....</b>	<b>49</b>
<b>App 5: Informed Consent Forms .....</b>	<b>50</b>
<b>App 6: Interview Transcripts.....</b>	<b>62</b>
<b>App 6.1: Interview 1.....</b>	<b>62</b>
<b>App 6.2: Interview 2.....</b>	<b>74</b>
<b>App 6.3: Interview 3.....</b>	<b>89</b>
<b>App 6.4: Interview 4 German.....</b>	<b>104</b>
<b>App 6.5: Interview 4 Translation English .....</b>	<b>117</b>
<b>App 6.6: Interview 5.....</b>	<b>130</b>
<b>App 6.7: Focus Group 1 German.....</b>	<b>144</b>
<b>App 6.8: Focus Group 1 Translation English.....</b>	<b>168</b>
<b>App 6.9: Interview 6.....</b>	<b>190</b>
<b>App 6.10: Interview 7 .....</b>	<b>200</b>
<b>App 6.13: Interview 9.....</b>	<b>249</b>
<b>App 6.14: Interview 10 .....</b>	<b>263</b>
<b>App 6.15: General information about Interviewees .....</b>	<b>274</b>
<b>App 6.16: Colour Coding of Interviews .....</b>	<b>276</b>
<b>App 6.17: Colour coding #2 (Themes).....</b>	<b>330</b>
<b>App 6.18: Established Statements .....</b>	<b>339</b>
<b>App 7: Interventions .....</b>	<b>341</b>
<b>App 8: Assessment &amp; feedback form approved Proposal .....</b>	<b>342</b>
<b>App 9: Dissemination Email Participants .....</b>	<b>350</b>
<b>App 10: Dissemination Email and LinkedIn.....</b>	<b>350</b>
<b>App 11: Client Deliverable.....</b>	<b>351</b>
<b>11. Proof of Wordcount.....</b>	<b>352</b>
<b>12. References.....</b>	<b>353</b>

# **1. Problem Definition**

This thesis aims to understand the unethical rule-breaking of F&B service employees in five-star hotels (FBSE) in Germany and Switzerland. Furthermore, it delves into what context-related situational factors can limit this behaviour.

Moral behaviour becomes increasingly important, since humans seek to have a positive impact on society and their surroundings (Dimitriou and Ducette, 2018). Many hotel customers are willing to spend more on ethical products and services and are requesting actions in the form of Corporate Social Responsibility. Especially in the hotel industry, where the employee-customer contact is very high, displaying this ethically correct behaviour is fundamental. The emotional engagement of hotel guests highly depends on interactions with and actions of the employees representing the establishment. Five-star hotels particularly need to guarantee this, since they focus not only on delivering service, but also on experience to their guests (Harkison, 2017).

However, hotel employees do not always behave in an ethically correct way. Ghosh and Shum's (2019) research identified that six out of ten hotel employees have unethically broken rules at least once. Furthermore, hotel employees break the organisation's rules due to deviant behaviour or prosocial behaviour.

Out of all rule breaking cases almost half are caused due to prosocial rule breaking behaviour while focusing on delivering exceptional service (Ghosh and Shum, 2019). This prosocial behaviour can be helping co-workers, work efficiency or promoting guest service. Still, around 45% of the rule breaking is provoked by deviant behaviour, either for self-interested topics such as violation of food safety, stealing or unintentionally like disrespecting service policies. Whereas prosocial rule-breaking behaviour is considered as less harmful (Lee and Ok, 2014) concerning service and organisation, deviant behaviour might have negative impact (Stevens, 2011).

Since the behaviour of employees and the interaction with guests is of utmost importance in luxury hotels, the F&B service department and its high potential for unethical rule breaking is a major concern for the organisation's image and profitability.

Over the last decades, hotel employees repeatedly caused media attention directed towards the business itself due to unethical ways of breaking rules and unethical behaviour. For example, in 2020 a hotel guest filed a lawsuit against a Hilton property based on racist behaviour of an employee (Woodyard and Oliver, 2020). Although the corporate head office states that they do not tolerate racism and even train workers on ethical behaviour, the organisation failed to guarantee ethical behaviour of their employees.

This incident is the result of the decision made by the employee(s) themselves whether to act ethically correct or not. Whereas this incident happened abroad, it raises concerns that this could also happen in Germany or Switzerland and raises the question how unethical behaviour can be limited.

Based on Crane and Matten (2010), ethical decision-making of people is influenced by individual and situational factors. Whereas individual factors include socio-demographic characteristics such as gender, age, education, or attitudes, situational factors are

related to the work context and the ethical problem itself. Crane and Matten (2010) claim that situational factors are equally or even more important than individual factors.

Situational factors can be separated into issue-related and context-related factors. The former deals with the importance that an individual ranks the ethical problem in question. The context-related factors are identified as rewards, authority, bureaucracy, work roles, organisational culture, and national context (Crane and Matten, 2010).

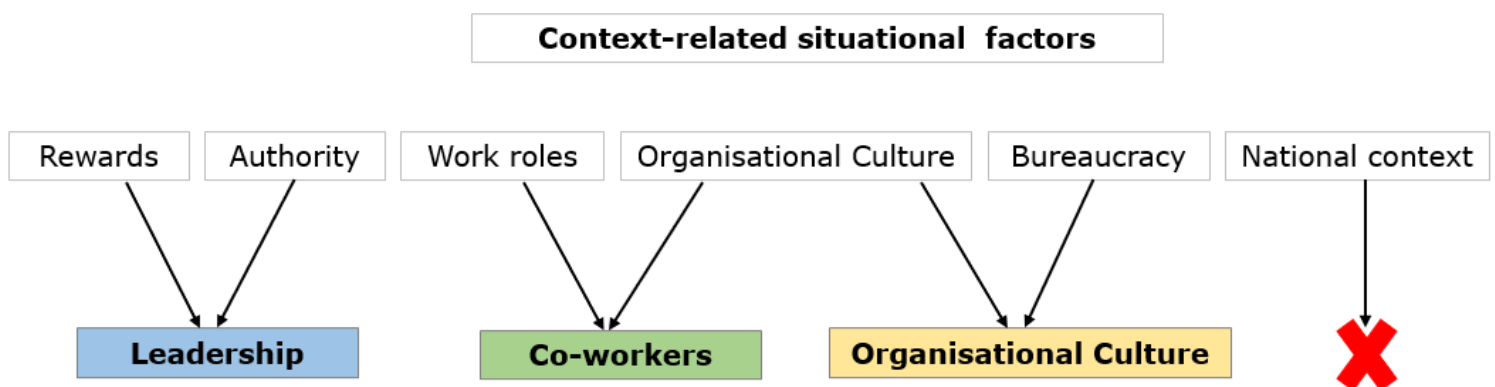
According to Dimitriou and Ducette (2018) ethical behaviour of employees is mainly influenced by the behaviour of their co-workers and supervisors. This clearly emphasizes Crane and Matten's (2010) statement of the importance of situational factors, showing that context-related factors have significant influence on ethical behaviour.

Even though correct ethical behaviour of employees is the key for success of five-star hotels, a lot of workers do not behave according to the organisational rules, risking harmful consequences for their company. While there is little evidence of rule breaking and context-related situational factors influencing the ethical behaviour of hotel employees in general (Dimitriou and Ducette, 2018; Ghosh and Shum, 2019), there is a lack of research with regards to the unethical rule breaking of FBSE in five-star hotels.

Therefore, this research aims to contribute to the hotel industry by identifying the reasons FBSEs break rules unethically. Further it aims to identify which context-related situational factors influence them. This will aid in better understanding and identifying solutions to ensure ethically correct behaviour. Thus, hotels can limit harmful actions towards the organisation's image. The following research question will therefore be answered:

***Which context-related situational factors limit the unethical rule breaking of F&B service employees in five-star hotels in Germany and Switzerland?***

For the purpose of this study, the context-related situational factors by Crane and Matten (2010) were tailored to the hotel industry. Leadership, co-workers, and organisational culture are the three most mentioned subjects and were thus selected for in-depth research (Fig.1) based on the research of Dimitriou and Ducette (2018), Ghosh and Shum (2019) and Harkison (2017). The national context is not taken into consideration, since Switzerland and Germany are both completely linear-active cultures (App.2)(Hofstede et al., 2010).



**Fig 1: Approach for research**

## **2. Analysis and Diagnosis**

To generate a broader perspective on context-related situational factors, scientific research on ethical behaviour is conducted in different perspectives. A general understanding why unethical rule breaking happens is required. Further, the influences of organisational culture and especially the tool Code of Conducts (CoC) will be analysed. Exploration on the impact of leadership, the way of communication and its ethical values has to be conducted. Lastly, the relationship to co-workers and the effect on limiting rule breaking has to be evaluated.

### **Employee behaviour and unethical rule-breaking**

Breslin and Wood's (2015) research on hospital care workers reveals that the main reasons for rule breaking are based on prosocial interests, such as adopting the formal rules to allow effective and smooth service or acting towards personal values such as a sense of justice. It also shows that main causes for breaking rules are because of the misalignment between daily problems occurring and formal rules that exacerbate these problems, as well as an increasing workload tempting employees to impose shortcuts on administrative tasks. As hotel employees and care workers encounter the same job characteristics, such as poor wages and working overtime even during holidays, it could be argued that they have the same reasons to unethically breaking rules. Moreover, the poor working conditions in the industry affect employee satisfaction and consequently their moral standards (Poulston, 2009). Especially in service, frequent encounters with difficult guests can lead to demotivation to continue with the work required (Francis et al., 2018)

Another reason to behave unethically is "unethical pro-organisational behaviour" (UPB). This occurs when an employee chooses to support or protect the organisation by lying or covering something up (Graham et al., 2015). Next to individual character traits, external situational factors and "cues" influence the decision whether to engage or not in UPB (Ruiz-Palomino and Martinez-Canas, 2014; Umphress and Bingham, 2011).

### **Ethical behaviour influenced by organisational culture**

Pučetaité et al. (2016) defines organisational culture as "a combination of normal structures, systems and organisational practices and informal, unspoken, taken-for-granted assumptions, norms and behavioural modes that may go un-reflected in organisational life". It is therefore a key issue regarding decision-making (Crane and Matten, 2010).

Many organisations use a Code of Conduct (CoC) to clarify and specify ground rules and guidelines for a responsible ethical behaviour of their employees and any stakeholders included in the business processes (Royakkers et al., 2009). Nevertheless, publishing a CoC does not guarantee ethical behaviour (ibid).

Webley and Werner (2008) argues that this gap between written principles and acting upon them is due to ineffective ethics programmes and deficiencies in corporate culture.

Ineffective ethics programmes are CoC which do not represent all issues of conflicts and interests of the organisation and its stakeholders. It is not guaranteed that workers behave morally correct, nor is the meaningfulness of their work enhanced (Webley and Werner, 2008). Especially in F&B departments, employees are important stakeholders with regard to customer satisfaction. Since they work directly with hotel customers and even share the same spaces, their behaviour affects the experiences of the guests and thus influences the (financial) success of a hotel (Su and Swanson, 2019).

To establish an effective CoC, it has to be tailored to the organisation itself and the management needs to be committed to its guidelines and values too (Webley and Werner, 2008). Furthermore, ethical sensitivity is enhanced through diversity. This can be achieved by close and regular conversations between front-line employees and upper management (Kujala et al., 2016).

## **Employee behaviour influenced by leadership**

A superior's behaviour is especially important since people generally act based on commands and instructions. As managers often support behaviour which promises progression and performance, they often reward unethical behaviour and avoid taking actions upon it (Crane and Matten, 2010).

Managers who show and follow moral principles in their private and professional life identify as role models for others in the work environment, especially for their employees. In order to be accepted as ethical leader, honesty, fairness and trustworthiness must be guaranteed. They promote ethical behaviour by using rewards and punishments. If leaders do not live up to the standards they expect from others, they are seen as hypocrites (Jha and Singh, 2019). Ethical leaders who are value driven and act with integrity empower employees to work harder and allow them to identify with the firm itself. Moreover, they enhance on employee's personal progress leading to individual success (Dust et al., 2018). This sense of ownership through critical thinking causes employees to act in an ethical manner (Kia et al., 2019).

Leaders can also directly or indirectly create unethical behaviour, based on their leadership style and the way they frame problems (Graham et al., 2015). Framing is the way a message or problem is transmitted to others, and how it affects the perception of the recipients of the message (Bateman et al., 2002)

Managers can either express themselves in positive terms, called gain framing or in negative ones, called loss framing (Graham et al, 2015).

Gain framing motivates employees by showing them the possible success, whereas loss framing urges them to work hard to prevent negative outcomes. Especially in situations of threats or distress, charismatic leadership can influence and control emotions and behaviour of employees. When linking this to employee loyalty towards an organisation this might once again support UPB when loss situations occur (Graham et al., 2015). Whereas the personal characteristics cannot be changed by a leader, one has great influence in the framing of problems and thus the ethical decision making of employees (ibid).

Furthermore, employees create an emotional relationship with their ethical leaders, which then leads to a strong commitment towards the organisation, its goals and enhances extra work performance (Kia et al., 2019). Especially leadership styles, such as



transformational style, which focuses on visionary goals instead of personal goals for the whole organisation and thus create a sense of purpose, enable social identification of employees (Graham et al., 2015). Subordinates are likely to behave unethically to value their leaders, if this behaviour is promoted (Umphress and Bingham, 2011).

In general, the relationship between superior and subordinates directly influences job satisfaction and employee turnover. Next, it can be seen that employees with a closer relationship to their manager have advantages, such as special support or access to resources (Kim et al., 2010).

Kujala et al. (2016) identified that integrity and confidence for the future establish trust within an organisation. On the other hand, distrust is caused by fear in subordinate relationships, rivalry, and in turn causes actions based on self-interest. This can be harmful to the whole organisation if not managed correctly.

Based on this information the question arises whether loss framing intensifies UPB and whether gain framing can limit it. Then, to what extent can leadership limit or enhance unethical behaviour?

### **Employee behaviour influenced by co-workers**

Paillé et al. (2015) identified a relationship between feeling supported by co-workers and pro-environmental behaviour within the workplace. Once employees feel backed by their colleagues, their loyalty towards each other increases. Social effect enhances the willingness to adapt to environmentally friendly ways of behaviour. Research shows that co-workers have substantial influence on the individual's behaviour (ibid). Moreover, a positive relationship and a sense of helping others foster a willingness to complete tasks beyond their responsibility and compliments the Organisational Citizenship Behaviour (OCB) (Kartika and Pienata, 2020). OCB is defined as the voluntary behaviour of an employee which is not required as part of the job description and positively affects another person, which thereby contributes indirectly to the organisation without the presence of a reward (Zhao and Zhou, 2020; Kim et al., 2010). OCB includes different aspects. Next to helping colleagues, it includes working longer if needed, seeing the bigger picture such as offering reminders to co-workers, and voluntarily taking on difficult tasks (Francis et al., 2018).

Within the labour intensive hotel industry, employees are emotionally dependent on their co-workers, especially when there are long working hours or when work is repetitive (Ghosh and Shum, 2019). Social identification of employees supports OCB and UPB, which inadvertently lead to unethical behaviour (Graham et al, 2015). The more an employee identifies him or herself with an organisation, the higher the chance to engage in OCB and or UPB.

Nonetheless, certain influences cause employees to stop supporting their team members. One of the causes to act anti-social is envy (Kim et al., 2010). Envy can be caused when employees realise that they are treated differently than their co-workers or even due to personal perceptions. Apart from sabotaging or not helping anymore, employees are more likely to leave their jobs if they feel this way (ibid). Due to rivalry and subordinate anxiety, distrust is likely to develop. This leads to self-interest actions (Kujala et al., 2016), potentially harming the success of a business. High-quality interpersonal relationships of employees and peer support (Kujala et al., 2016) function as a cushion

for negative components at the work place and thus support employee satisfaction (Tews et al., 2013).

Since almost 15% of rule breaking is caused by pro-social intentions of helping co-workers (Ghosh and Shum, 2019), the question is raised whether OCB (towards colleagues) enhances rule breaking, and what types of rule for co-workers are considered as unethical. Whereas high-quality interpersonal relationship enhances employee satisfaction, there is a lack of understanding how it can limit employees from unethical rule breaking. Linking back to OCB, it might even increase unethical rule breaking behaviour.

## Conclusion

The findings above show that context-related situational factors impact the behaviour of a FBSE. Nevertheless, it is not yet established which factor(s) limit(s) unethical rule breaking.

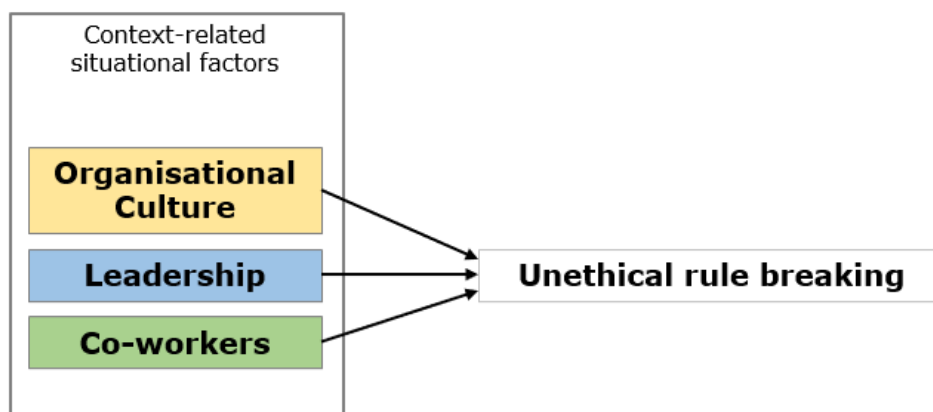
Thus, it is critical to understand what causes FBSEs in five-star hotels to unethically break the rules.

Further, several questions arise:

- How can leadership limit unethical rule breaking and how does the individual leader's behaviour influence employees?
- To what extent is a leader responsible for UPB?
- In what way does framing influences ethical behaviour?
- How can co-workers limit unethical rule breaking and how do different team atmospheres influence rule breaking itself?
- To what extent does OCB influence unethical rule breaking and what types of rule breaking are considered as unethical?
- How can CoC as part of a corporate culture limit unethical rule-breaking and how are CoCs currently used by employees in F&B service departments?

Essentially, what needs to be determined is: which factor(s) influence an employee the most and to what extent?

## Conceptual Framework



**Fig 2: Influence of CSF on unethical rule breaking**

### **3. Methodology**

This survey research is descriptive in nature. To answer the Main Research Question, qualitative data collection in a non-contrived setting was conducted (Sekaran and Bougie, 2016). This field study is cross-sectional and does not interfere with the normal work environment.

#### **Research Questions**

To answer the Main Research Question, four research questions were established, as can be seen in the research tree (Fig.3).

#### **Data collection**

Ten semi-structured interviews and one focus group with two people were conducted to collect primary data to answer the four areas of interest. It was roughly known what information was needed and the semi-structured interview approach allowed the participants to express a wider range of information. Please find the detailed interview structure in App.3. This method of data collection is suitable to identify feelings of specific situations and personal opinions. The unit of analysis is the individual FBSE. The interviews were administered face-to-face via the online platforms MS Teams, Zoom and Skype, and conducted by one interviewer. Due to the use of video, it was possible to identify any nonverbal cues of the respondent and act upon them. Moreover, the online aspect enabled a wider geographical range (Sekaran and Bougie, 2016).

To avoid biased data, interviews were conducted on a voluntary basis, and outside work duties for employees. This guaranteed that respondents were able to fully concentrate on the interview. Moreover, all personal information shared was anonymized (ibid).

#### **Population**

The population of this field study is identified as "all front-line employees in a F&B service department in a five-star hotel in Germany and Switzerland".

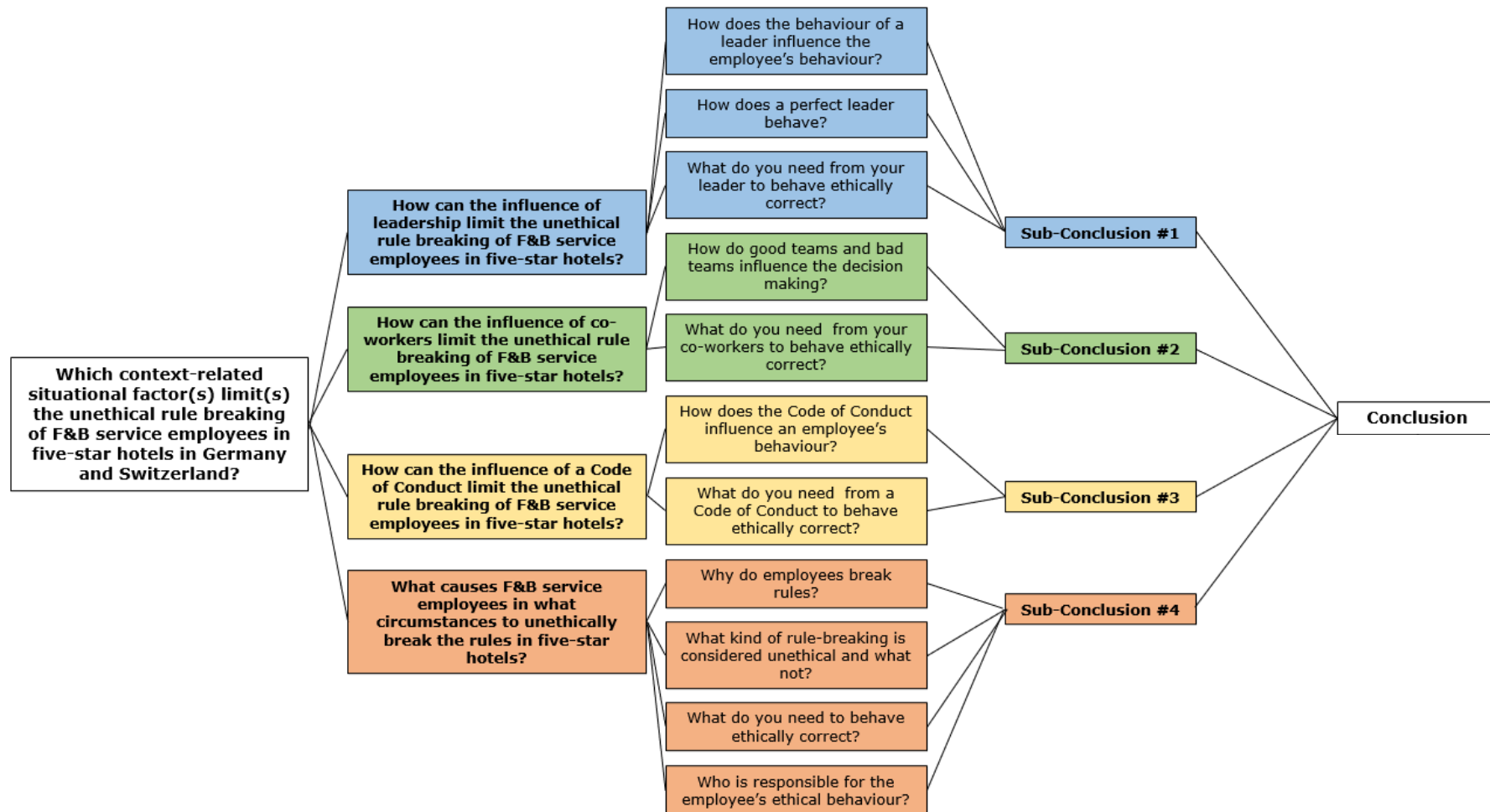
After calculating both countries' population (please find the detailed calculation in App.4) the total population of this study is **6.623**.

#### **Sampling**

Non-probability convenience sampling was applied. Twelve current or past FBSEs of different hotels and with several years of experience in that field in Germany and Switzerland were interviewed.

In this sample, it cannot be predicted when theoretical saturation is achieved and therefore the population was sampled until no new knowledge was gained (Sekaran and Bougie, 2016). Thus, theoretical saturation was reached after ten interviews, supported by one focus group with two subjects.

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**Fig 3: Research Tree**

## **Data Analysis**

### **Data reduction and coding**

Deductive data analysis through colour coding into six areas was used. This included the three context related factors identified in the literature review (influence leadership, influence co-workers, influence organisational culture), reasons for rule breaking, area specific F&B related factors and consequences/responsibilities and framing.

### **Ethical data management**

To guarantee the correct and ethical treatment of data and all stakeholders involved in the research process, several steps were taken. Each interviewee was thoroughly informed about how and what for the information will be used. Moreover, the independence of this research was also communicated. By signing the informed consent form (App.5) provided by Hotelschool The Hague, the interviewees gave their consent concerning the information provided. Further, all data was used scrupulously, and the research conducted with honesty.

## 4. Findings

After ten individual interviews and one focus group with two FBSEs (App. 6), clear patterns about unethical rule-breaking and the influence of context-related factors were found.

Some facts identified as more important findings for the purpose of this research were translated into statements and displayed in pie charts below to create a better understanding.

### Context-related factor Leadership

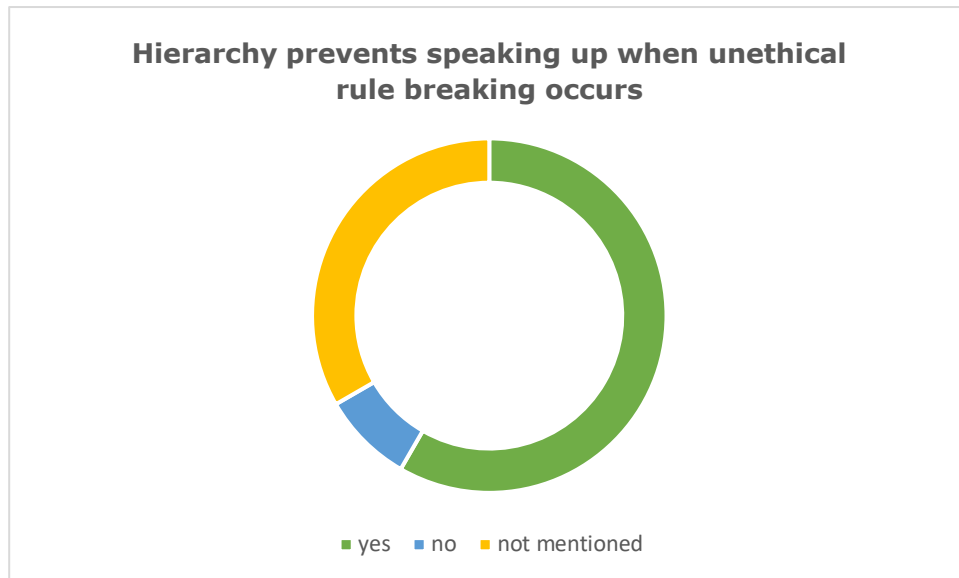


**Fig 4: Influence of leaders on ethical behaviour**

Nine out of twelve interviewees state that leadership has the greatest influence on any assistant's or subordinate's behaviour and that it is crucial for a manager to act like a role model (Fig.4). Thus, leadership is the context-related factor which can limit unethical rule-breaking the most.

These findings are supported by statements like:

- *I think, the leader's behaviour is one of the main determinants for how the employees behave. I think this is a really important, and critical role that the leader has because when you're a good leader, I think employees follow you and they kind of also imitate your behaviour (#8).*
- *Management must set a good example (#10)*
- *The leader kind of has to lead and set an example (#12)*



**Fig 5: Influence of hierarchy**

It was also found that speaking up to managers when unethical rule breaking happens is avoided due to hierarchical structures at the workplace (Fig.5). Some managers even actively use their power in a negative way.

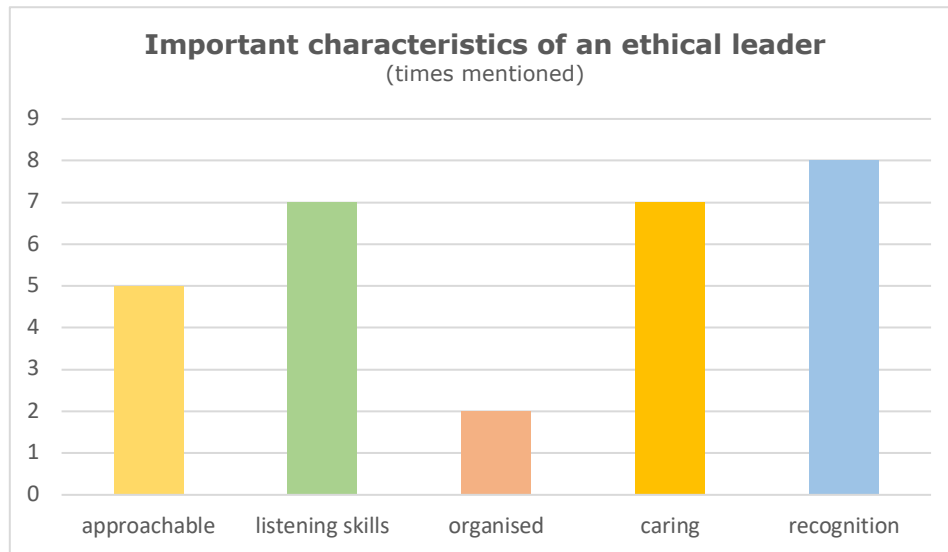
If managers do not behave according to company rules or their own established rules, it likely leads to loss of trust and respect. This fact can be seen by quotes such as:

- *If I see it once, okay. It could be maybe a mistake, or it could be unconsciously doing something, but if you see it more regularly than I think that you lose the trust over time (#12)*
- *It's the lowest level of hierarchy. You don't really have the possibility to say "no, I don't want to do it". (#3)*
- *It's the hierarchy thing. They can get you in trouble or can force you to work the stupid shifts. They always have a bigger leverage than you (#5)*
- *But obviously we complied because of the position and at one point this irritation started to shift into not really respecting the person anymore, because we knew that this was not right to do of him (10)*

If employees have a good relationship with their superiors, and even see them as team members or friends, it is easier to provide a leader with feedback regarding their own behaviour:

- *Of course, there was a hierarchy, but it was not the case that you couldn't speak up to your managers if you think he is wrong or there's a misbehaviour (#3)*
- *Who am I to say something about it because the hierarchy is there to be followed. If it's right or not, that's a different topic. But with that manager, I was actually close friends. (#5)*

Throughout the data collection, it became clear that there are certain traits, characteristics and skills needed to qualify as a good leader. Based on these findings the qualifications mentioned will limit unethical behaviour.



**Fig 6: Characteristics of an ethical leader**

Leaders need to demonstrate recognition, show good listening skills, care about subordinates, be approachable and well organised (Fig.6).

- *Properly listening or organizing is also important because everything can be handled if it's properly communicated, organized and listened to. (#5)*
- *because he was taking care of everyone. He was super protective and nice (#9)*
- *I would say recognition. That is very important as a basis for being able to develop further. Positive criticism is also very important. (#4)*
- *Definitely somebody who listens to the concerns of the colleagues. (#2)*
- *He was really great and you could talk to him about everything. (#2)*

As can be seen in the quotes below, these findings support scientific evidence regarding a leader's influence on UPB.

- *I think if the manager says "Hey, even though we are quite stressed at the moment, we still have to keep the level of service up" then that would be a good example. (#3)*
- *But when you're a strong leader who is behaving unethical, all your employees would think it's okay because they respect you and they follow you. (#8)*
- *Sometimes there were managers, which even encouraged me to break a rule. (#1)*

During the interviews four employees explicitly mentioned that rule breaking happens in the course of efficiency on the workplace.



In addition, the findings demonstrate that negative experiences with leaders enhance unethical rule breaking based on self- interest.

- *You had a strong bond in the team and with a, let's say combined hate towards the manager. So you were, united by one figure of hate. (#1)*
- *You just didn't enjoy your work when you always got negative criticism and you could try as hard as you wanted, but you just didn't get any recognition. (#4)*
- *Maybe my boss was unfair, maybe the GM was not nice and being condescending then that would affect my rule breaking. Definitely never towards the guests. (#11)*

There were no explicit findings about the impact of framing.

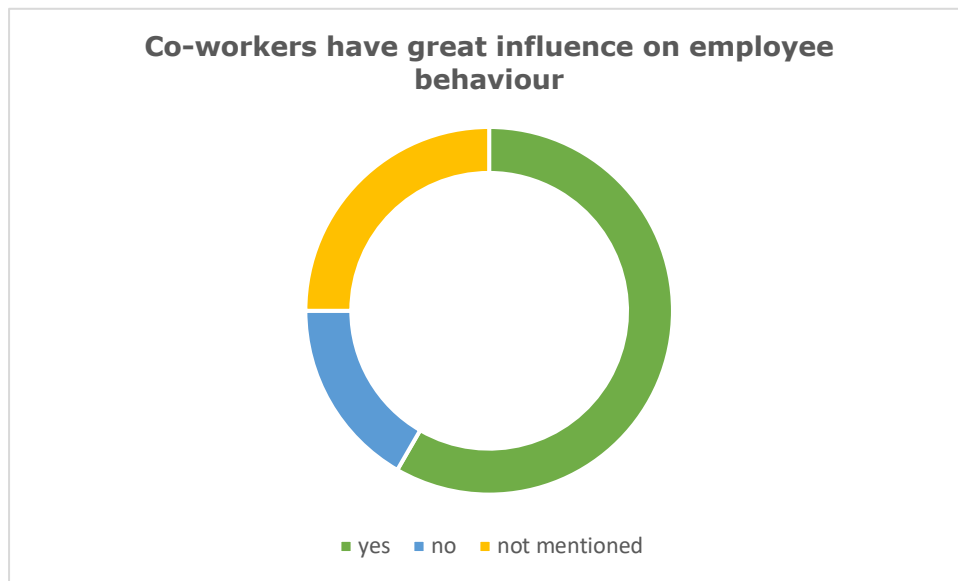
In regard to rule breaking leaders need to show that it is okay to break rules in specific situations. Especially, when this means to get a better solution for the problem (guest satisfaction or team bonding).

- *And that the manager also shows sometimes it's okay to break the rules. Sometimes it's not. It's a benefit to break some rules in order to get the best possible solution. (#5)*
- *The manager knew of the potential of his team and he was pleased with the work they put in and the outcomes and their results. He allowed more freedom, as long as it stayed like that. (#11)*

Nevertheless, not all interviewees agree. Few also state that leadership does not limit or enhance unethical rule breaking, but just has an influence whether rules are broken publicly or secretly.

- *No, it doesn't matter. Either you break the rules secretly or not. It depends on the relationship with your boss, but you still break rules. (#7)*

### Context-related factor co-workers

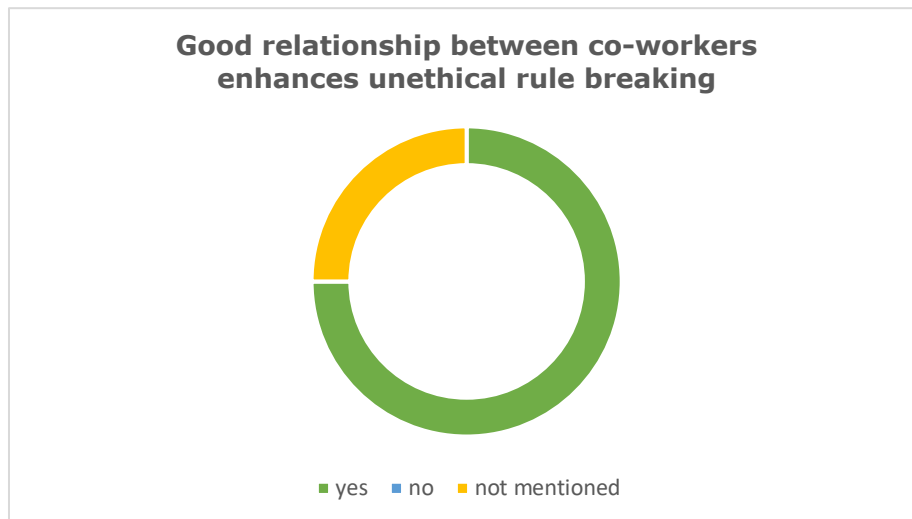


**Fig 7: Co-workers' influence on ethical behaviour**

The research supports the scientific evidence that teamwork is of high value for FBSEs, however, it cannot limit the unethical rule breaking as much as leadership. While seven participants explicitly mentioned the influence, three did not mention it, and two did not agree.

When discussing positive experience with co-workers, the most important qualities are **willingness to help, support** each other and **trust**.

- *The most important quality is showing that you are willing to help. Everyone trusted me and I trusted anybody else. We all support each other. (#1)*
- *We worked all together, we helped each other out and it was just a very, very nice work environment to be there because everybody was supportive (#5)*
- *That you always try to motivate each other positively, even when it's difficult, that you are honest with each other, that you don't stab each other in the back (#4)*



**Fig 8: Good relationship enhances unethical rule breaking**

While leaders should behave as role models and lead by example, good relationships between employees enhance rule breaking. Eight out of twelve interviewees specifically mentioned this fact. FBSE are more likely to cover up mistakes and behaviour which does not correspond with the organisational or ethical rules in a positive way.

- *It definitely enhances the rule-breaking (#5)*
- *I think the better the team bond is the more coverage I think, is in place for unethical behaviour. (#8)*
- *If we have a respectful relationship, then I am more willing to break the rules in a positive way than somehow at the expense of my colleagues. (#4)*
- *I think so. I think with the ones being comfortable with, I would have rather broken the rules for. (#9)*
- *I could see that in teams, which were more acting like family and very close, rules were bent a lot more than in the other teams (#11).*

On the other hand, if the team bond is not strong enough or a sense of envy exists, sabotaging happens, and cover up is rare.

- *If you have a good team atmosphere, then you do it. And if that's not the case, then maybe you break the rules in a negative way. (#4)*
- *Sometimes people will carry that information to the manager causing trouble to me. (#1)*
- *It has almost gone in the direction of bullying. That is logical. (#10)*
- *I would definitely say so, because if it's a friend, then for me it's easier to just saying this for a friend. I didn't do that for the old co-workers I have been working with (#9)*

Scientific evidence shows that OCB enhances unethical rule breaking in a positive way. The findings of this research support this fact, as seen in the statements below:

- *They would stay longer if it's the case, because maybe a certain event was extending a lot or whatever, nobody would complain, and it would still act like a team (#11)*
- *I have actually disregarded that from time to time and said "No, guys, come on, we'll help out together", then I might work half an hour longer, but then the work is done, and you don't have to sit or stand here for another hour and do it (#4)*

There are signs of increased rule breaking due to self-interest when OCB does not exist:

- *And if the team is not right you can't necessarily trust your colleagues and especially your superiors, then you are no longer prepared to withstand these pressures or can no longer withstand them. (#4)*

However, due to lack of evidence no conclusion can be drawn.

The practitioners' data proofs the scientific data showing that rules are often broken due to efficiency on the workplace.

- *At least with the experience I had, it was like a lot in connection with efficiency". (#5)*

During all interviews the matter of drinking alcohol after shift was covered. This is a common habit each FBSE interviewed knew of.

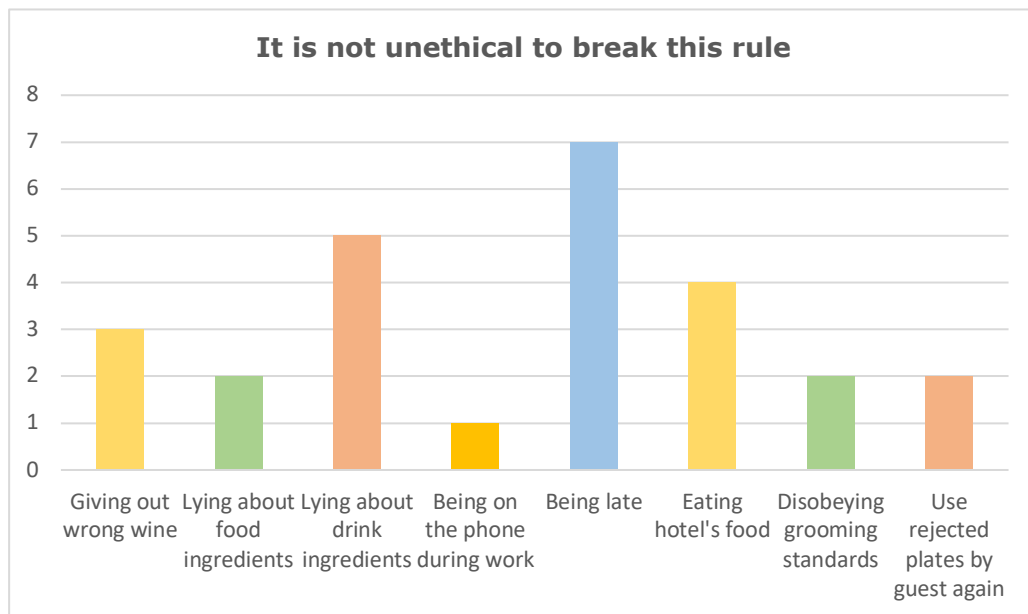


**Fig 9: Drinking alcohol after shift**

While four people did not mention any ethical implication of this behaviour, seven interviewees did not consider it as unethical. Only one person stated that it is not appropriate to drink alcohol from and at your workplace.

The findings show that drinking is seen as a social aspect of teamwork, used for recognition and it also enhances team bonding.

- *If a team does things together, they only grow together. After a stressful evening, the manager would give each of us a glass and say "today was a great workday, thank you very much for your help". (#5)*
- *"Everyone gets a glass of wine because the service was so successful". (#9)*
- *I think it was not the most ethical decision to have wine was the team on the expenses of the hotel after nearly every evening shifts, but we've had a nice team and if you are sitting together after a stressful shift, then it kind of happens too often (#3)*
- *If it's at the end of the evening, you sit together and you drink. I would see the other side, that's more team building than stealing. (#12)*



**Fig 10: Accepted Rule breaking**

As can be seen in Figure 10, not all broken rules are considered unethical. The most accepted types of rule breaking are being late at work, lying about the ingredients of drinks, and eating food of the company (either leftovers or supplies).

- *If you knew that a close co-worker or anybody was late, you just said "Oh, I already saw her being in the changing room". (#9)*
- *Eating something that would go to waste, is not a rule that is important to take care of (#1)*

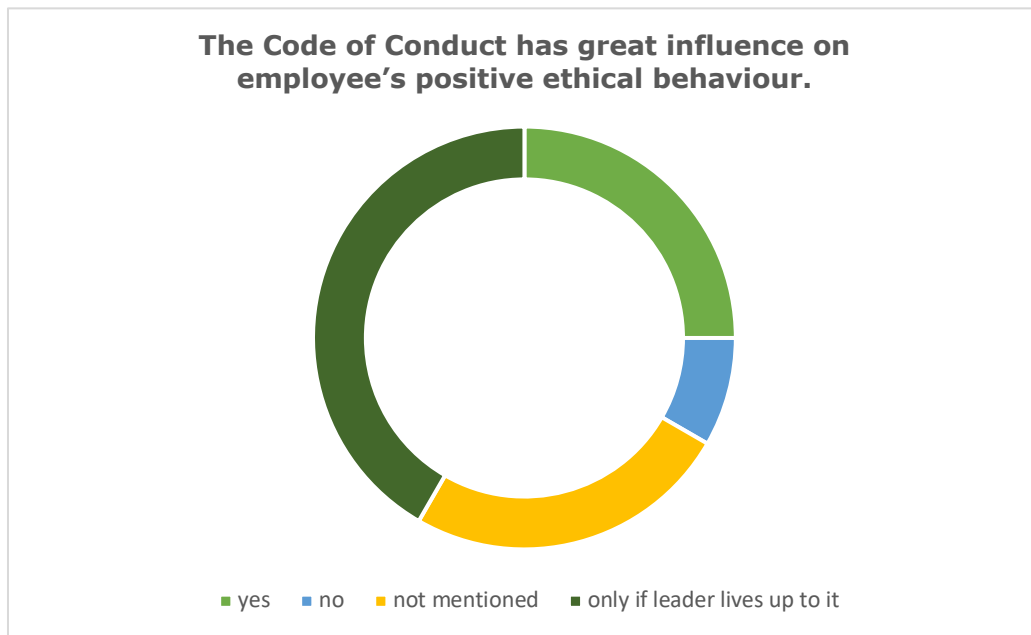
Ample statements support that limiting rule breaking in this demanding work field can lead to loss of motivation and energy. This is supported by the following statements:

- "True, but I think a strong team bond can prevent actually mistakes or rule-breaking from happening, because you can rely on each other and it does not get stressful because you're working so closely together." (#9)
- "If it's not on a regular basis, it is for the benefit of the employees, because it shows a bit of appreciation." (#5)
- "I'm not sure if I would limit these things [...] because by implementing these rules, a lot of spirit can get taken away from a team, because [...] working in a hotel, especially in F&B departments is still a very demanding job, time-wise and workload wise, physically, and these kinds of rule-breaking that's happening, is also acting like a benefit for people or is like a little treat." (#11)
- "It will be too streamlined and too strict, and then it will take away all the livelihoods and magic from this whole job, because you can't have those crazy people working in the gastronomy 16 hours a day sometimes." (#1)

While six interviewees did not mention stealing money, all others specifically clarified that this is considered as unethical and not accepted.

- *"but stealing out of the cash box, that is the rule that I will always defend." (#1)*

### Context-related factor organisational culture

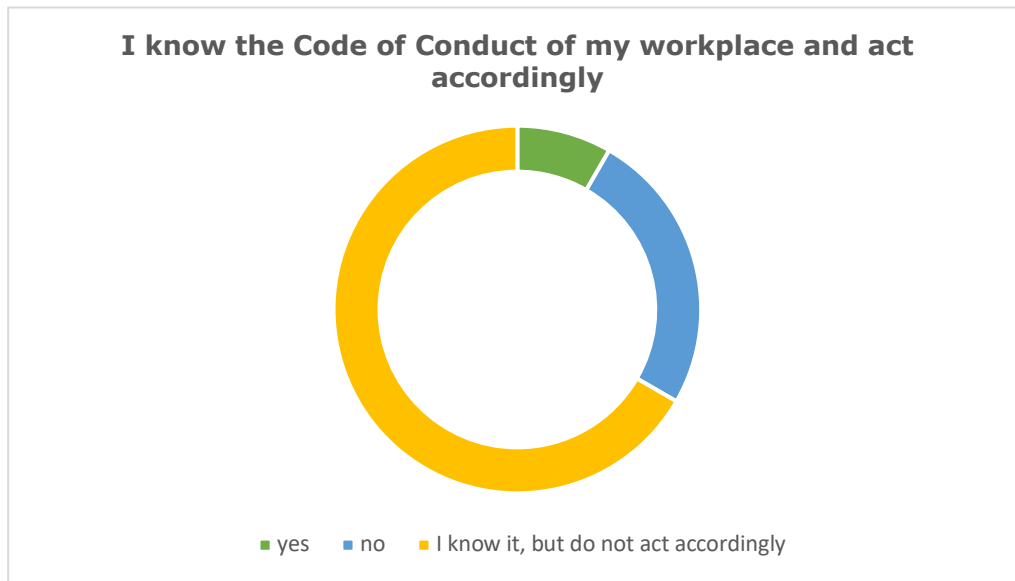


**Fig 11: Influence of CoC on ethical behaviour**

Scientific research supports the importance of organisational culture to enhance the ethical behaviour of subordinates. Nevertheless, the findings of the primary data collection of this research show that it has the least influence to limit unethical rule breaking of FBSEs in five-star hotels in Germany and Switzerland.

Displayed in Figure 11, only three of the participants think the organisational culture based on a CoC has significant influence on ethical behaviour. While one disagrees, three have not mentioned this fact during the interviews. Further, five people state that it only impacts their behaviour if a leader lives up to the organisational rules and culture as well.

- *Some rules were just set in the beginning and there were no consequences if you break the rules. (#3)*
- *I guess if somebody who's higher in the hierarchy than I am lives up to something like that and integrates that into the work, yes. (#2)*
- *I think that the managers [...] have a huge responsibility. If my supervisor or manager is not complying with those rules, why should I. I think they have a huge role model function in this aspect. (#9)*



**Fig 12: Knowledge about CoC**

In addition, it became clear that most of the interviewees do not know nor use the company's code of conduct when making ethical decisions.

- *I heard of it, but I have to say, I can't recall like properly at this moment. (#9)*



## **Conclusion**

The aim of this research is to understand how context-related situational factors can limit the unethical rule-breaking of FBSEs in five-star hotels in Germany and Switzerland.

Scientific and practitioners evidence show leadership has the most significant influence on limiting unethical rule breaking.

Nine out of twelve interviewees stated that leaders have great influence on the ethical behaviour of their staff. If the leader acts with integrity and according to rules and is a role model, employees will most likely also live up to the set guidelines. Thus, employees are willing to work harder and it allows them to take ownership of their own decisions (Dust et al., 2018; Kia et al., 2019). Furthermore, a leader is a crucial factor in limiting UPB, since employees want to please their superiors. On the other hand, employees tend to sabotage their co-workers, organisation and engage in self-interested behaviour if lack of trust or respect is sensed. Hence, commitment towards the business decreases.

In order to encourage employees to speak up about unethical happenings, leaders have to be approachable. The hierarchy of an organisation can thus be perceived as obstacle. Therefore, it is important that this obstacle is acknowledged and or eliminated. Further, FBSE must feel secure and valued by the leader to raise their concerns.

Characteristics an ethical leader requires are **good listening skills, showing recognition, caring for their employees and being approachable.**

Next to the situational evaluation of rule breaking, those soft skills are the most crucial factor to connect with FBSE and thus limit rule breaking.

Especially in hectic moments, a leader needs to set a good example in how to behave ethically correct. This can limit rule breaking by cause of efficiency. This again refers to the need of assessing each situation individually. Thus, improving a leader's soft skills is even more important.

Whereas there were no explicit findings about the impact of framing, FBSEs seek good ways of communication. Since the sample mentions encouragement and recognition as important skills, it might imply that gain framing positively impacts the limitation of unethical behaviour. Due to lack of evidence, the impact of framing on limiting unethical rule breaking of FBSEs in five-star hotels in Germany and Switzerland demands more research.

The context-related factor co-workers has an impact on ethical behaviour, however not as significant as the factor leadership.

Teams where FBSEs trust their colleagues and help and support each other, have a stronger team bond. Therefore, FBSEs feel more connection towards the organisation and engage in OCB.

Interestingly, the research shows that good team atmosphere and OCB (Kartika and Pienata, 2020) enhances rule breaking. For example, FBSEs will cover their teammates when running late and drinking wine together. This, however, is not seen as unethical but rather as strengthening the team bond or as "compensation" for the hard work done.

This spirit allows employees to work better and be more attentive. Therefore, it is not recommended to forbid rule breaking, which is not considered as such, nor to weaken the team atmosphere. Nevertheless, other opportunities to show appreciation and to secure team bonding could be evaluated. Due to lack of evidence within this research, this aspect needs further investigation.

The findings regarding the influence of co-workers are somewhat contradictory regarding OCB and increased rule breaking. Thus, more in-depth research is suggested. There might be several other aspects influencing the enhanced rule breaking if co-workers have a strong bond.

The scientific information about the misalignment between the employees' understanding of CoC and the lack of continuous presentation of it has been proven by the practitioners' evidence. However, it is seen as a possible tool to enhance ethical behaviour if leaders follow the established rule themselves.

Repeatedly, this information supports the importance of leadership when limiting unethical rule breaking.

## 5. Solution Design

The problem of unethical rule breaking of FBSEs was analysed through scientific literature and primary data collection of practitioners. This evidence shows that leadership is the most important context-related factor in limiting unethical rule breaking in the F&B service departments in five-star hotels in Germany and Switzerland.

To create a suitable solution for all stakeholders involved, the expected value needs to be calculated based on cost-benefit, the most significant aspects (fast, easy, cheap, company culture) need to be established, and the ethical implication of the solution needs to be identified (de Boer et al., 2020).

To limit unethical rule-breaking, leaders need to be approachable, listen to his/her employees and communicate properly. This is supported by the following statements:

- "somebody who also **listens** to the concerns. Just a very **open atmosphere**" (#2)
- "I think positive criticism is also very important. You should still say "OK, I am there for my employees"(#4)
- "**Properly listening** or organising is also important because everything can be handled if it's properly communicated, organized and listened to. (#5)

An ethical leadership-development program (eLDP) should be implemented in all hotels to train leaders on those skills. Next to the benefit for the program's recipients (self-development), a LDP also creates value to the employees (increased connection and trust bond with leader). Moreover, it enhances employee performance through tailored approaches and thus increases the overall hotel performance. Indirect beneficiaries will be the guests attended based on better quality and ethical behaviour of servers.

Whereas there are ample models about different leadership styles and even more books about different leadership programs, it is crucial to focus on the way the program is implemented and the commitment towards those programs to guarantee success (Paine, 2016). Besides considerations such as expected (monetary) value and time invested (DBR slides), it is essential to shape an eLDP in its context. Moreover, development is a continuous progress rather than a monumental solution (ibid). Although it is acknowledged that leadership is important for a firm's success, ample scientific research show that only few LDPs are prosperous. Essential components are the context, sufficient reach, focusing on transferring knowledge and using system reinforcement to fortify change (Feser et al., 2017).

## **Leadership styles based on generations**

When talking about preferred leadership styles, it is important to understand the needs of the generations concerned. There are three generations working together nowadays and Generation Z is joining them shortly (Bako, 2018). Soon they will be 25% of the global workforce (Hughes, 2020). iGen, as they are called too, will then be working together with Generation Y, Generation X and Baby Boomers. However, while iGen starts working, Baby Boomers are retiring. Therefore, the essential overlap of generations, happens between Generation X to Z. It needs to be acknowledged that these groups are divergent to each other. This can be seen by a less peaceful work environment and a sense of negativity towards colleagues (Bako, 2018). Thus, understanding the different leadership styles required is of utmost importance.

For this research the different generations are defined based on Lancaster and Stillman (2009) and Kotler and Keller (2006):

1946 – 1964: Baby Boomers

1965 – 1980: Generation X

1981 – 1994: Generation Y

1981 – 1999: Millennials

1995 – 2002: Generation Z

As can be seen, definitions of generations vary. For this project, Generation Z starts out in 1999 and when referred to Millennials, Generation Y is included. All interviewees for the evidence of practitioners were conducted with Millennials (see App. 6.15).

Millennials are amongst others described as trusting, optimistic, rule-followers, team players and confident (Bako, 2018). Moreover, they are multicultural, have big spending power, are more ethnically diverse and more aware of positive social habits. They seek fulfilling jobs and are more likely to search for a new workplace, if the tasks required do not match their level of education. Next to immediate and social rewards (teamwork, relatable managers, influence in decision making), Millennials cherish a leader who allows autonomy and is considerate (ibid).

In contrary, Generation X grew up in the shadow of baby boomers, their spending power is insignificant, and they are not loyal to their employer, thus more individualistic (Bako, 2018). For them, the possibility to grow and learn new things is essential.

Generation Z are digital natives who are career-oriented but less aware of global problems. Next to their preference of isolation, iGens are also the most individualistic generation (Bako, 2018).

According to Bateh's (2018) research, generation Z does not require one specific leadership. More importantly, they seek specific qualities in skills in their leader. One must be able to adapt to different kinds of employees in contrasting situations. The most crucial characteristics are to be humble, inspiring, and intelligent. Moreover, hardworking, well planned and organised leaders are appreciated. On the other hand, harsh, formal and laissez-fair "Coaches" are not wanted (ibid).

Whereas there are not a lot of differences in leadership preferences by gender, male and female iGen distinguish in personal traits and preferred workplaces.

Females need a more dynamic, open minded and flexible workplace. On the other hand, males think that financial rewards are more important and they do not need promotions and events as rewards. They are slightly more community oriented and less diverse (Bateh, 2018). In general, Generation Z is very loyal and collaborative. Especially male iGen are competitive and straight forward, while females are somewhat more independent. However, apart from being formal, patriotic and community oriented, independence is not important for them.

According to Bako's (2018) research, Generation Z needs a self-sacrificing, risk-taking and convincing leadership, whereas Generation X does not need that. Further, Generation Z accepts secretive and regulating characteristics of a leader, while Millennials wish for transparency. Also, they need genuine connections and autonomy at work, where focus lies on teamwork and inclusive decision-making.

A pressing difference between Generation Y and Generations Z and X is the way of communication. Whilst iGen respect leaders to avoid conflicts and being indirective, Generation X and Y see these attributes as impediment (Bako, 2018).

Since the participants of this research are all Millennials, it is essential to establish an eLDP tailored to their requirements, in order to limit unethical rule-breaking in F&B service departments. Nevertheless, due to the rising iGen workforce, the eLDP must also accommodate their needs. Hence, a leadership model which suits all generations is of importance.

### **Appropriate Leadership type for generations**

The aforementioned quantity of different leadership styles makes it hard to choose a "correct" approach or "most suitable" leadership form. To create a suitable eLDP for this project, several types were considered. It is important to note that the leadership types examined were chosen on the basis of the researcher's knowledge.

Notably, the focus was put on transactional, transformational and laissez-fair leadership. Further, situational leadership was included as well. Due to the overall topic of this research, the research types "ethical", "authentic" and "servant" were analysed too. As can be seen in **Table 1**, the different characteristics of the types were identified in addition. Based on the generational needs, a pre-analysis of suitable styles was also made.

Afterwards the most recommendable choice was determined with the help of a matrix (Table.2). The most important attributes of leadership were compared individually to each leadership style. Those traits were based on the findings of the primary data collection (Chapter 4). The coherence was then displayed by a scale from 1 to 5, 1 meaning "weak correspondence" and 5 showing "great correspondence".

Based on this matrix the most suitable overall leadership style is being transformational, closely followed by being servant. The crucial difference between these two styles is the focus on their individual results. Whereas transformational leaders focus on organisational goals, servant leaders focus on individual growth. Generations X and Y profit from these styles in particular, as long as the need for immediate rewards is considered. With regard to iGen, the individual characteristics of being "intelligent" and

“hard working” influence the appropriateness of the leaderships. To meet the demands of all three generations, a joint servant-transformational leadership style covers the need for self-development of Xers, and iGens’ loyalty towards their workplace.

Hoch et al. (2018) argue that ethical leadership can be seen as a dimension of a leadership style. Thus, it is reflected by a leader’s character.

Furthermore, research has shown that ethical leadership enhances ethical behaviour of employees, increases organisational commitment, job performance and satisfaction (Schwepker and Dimitriou, 2021). Whereas this leadership style can be executed next or in combination with others, it is also seen as an autonomous approach. Together with transformational and authentic leaders, ethical managers display integrity and involve role modelling. Similar to servant leaders they use compelling communication and display magnanimous behaviour. Nevertheless, they lack the focus on vision and intellectual incitement as transformational leaders have (ibid).

Additionally, authentic and servant leadership arguable are dimensions of transformational initiative. A transformational leader must be authentic, but any leader can have authentic traits (Hoch et al., 2018).

While it is important to adapt the leadership style to a workforce, the context of a workplace needs to be closely analysed.

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

Name	Characteristics	Generations			Source
		Suitable	Possibly suitable	Not suitable	
Transformational leadership	Person-focused positive; focuses on improved teamwork and belonging to organisation; focus on vision and encouragement to persuade own and organisational goals; based on leader's characteristics; empowering leadership; needs to be authentic	Y, Z	X		(Rabiul and Yean, 2021; Hoch et al., 2018; Huertas-Valdivia et al., 2019)
Transactional leadership	Directive leadership; motivation due to system based on rewards when expectations are met or exceeded; not a long-lasting approach; based on goal setting theory; team effectiveness; strong team bond within subordinates; lack of new ideas and fear of mistakes	X		Z, Y	(Al-Malki et al., 2018)
Laissez-fair leadership	Boundary-spanning; employees are empowered to make own decisions; full authority for subordinate; no feedback provided; according to XX least effective style	X		Z, Y	(Al-Malki et al., 2018)
Ethical leadership	Person-focused positive; focus on personal actions and interpersonal relationships; decision-making, reinforcement, and communication; integrity, social responsibility, fairness Arguably a dimension of transformational leadership or individual style; then connected to transactional, due to reward and punishment system	Y, Z	X		(Hoch et al., 2018; Huertas-Valdivia et al., 2019)
Authentic leadership	Person-focused positive; morality, self-awareness, relational transparency; moral development of leader and subordinates; share values and own limitations Arguably a form of transformational leadership; leader does not have to be transformational, but can have authentic traits	Y, Z	X		(Hoch et al., 2018)
Servant leadership	Person-focused positive; focus on improving employee by setting high moral standards, integrity, and dedication; focus on ethically correct behaviour and on employee's self-concept and values; enhance autonomy and decision-making; empowering leadership; similar to transformational due to motivational and individualisation aspects; however main focus on follower and not organisational objectives	Y, Z		X	(Huertas-Valdivia et al., 2019; Hoch et al., 2018)
Situational leadership	person-focused; supportive leadership different styles for different situations leader's success depends on follower's acceptance or rejection. 4 stages of maturity and readiness of follower; directing - persuasion - participation - delegation	X	Y, Z		(Afshari et al., 2017)

**Table 1: Leadership types and characteristics**

	humble	learning new things	inspiration	intelligent	adapting to situation	hard working	self-sacrificing	team players	learning new skills	influence on decisions	transparency	autonomy	immediate rewards	straight-forward	team players	autonomy	self-development	learning new skills	immediate rewards	transparency	straight forward	
Leadership type	Generation Z							Generation Y							Generation X							
Transformational	5	4	5	individual trait	4	individual trait	4	5	4	5	5	5	1	4	5	5	5	5	1	5	4	77
Transactional	3	2	2		2		3	4	2	1	2	3	5	4	4	3	2	2	5	2	4	53
Laissez-fair	4	2	2		3		2	3	2	5	3	5	3	2	3	5	3	3	3	3	2	56
Ethical	5	3	4		3		5	5	3	5	5	4	1	5	5	4	2	3	1	5	5	70
Authentic	5	4	4		4		5	3	4	4	5	4	1	4	3	4	4	4	1	5	4	68
Servant	5	5	4		4		5	4	5	5	3	5	3	4	4	5	5	5	3	3	4	76
Situational	5	4	4		5		4	5	4	3	3	3	3	5	5	3	5	5	3	3	5	73
	32	24	25	0	25	0	28	29	24	28	26	29	17	28	29	29	26	27	17	26	28	

**Table 2: Leadership types - Generation matrix**

### eLDP's characteristics required

Leaders need to recognize that our society heads towards an unpredictable future regarding the reconstruction of social arrangements (Rant, 2020). This includes, amongst other things, the needs and wants of the workforce Generation Y/Z, the economy, the social impact of businesses towards their community, technology and the shifts regarding environmental behaviour. Most importantly, these facts encompass the need for a strong culture, the psychology of work, sense making and intuition (ibid). Therefore, the eLDP has to address those aspects.

Based on Feser et al. (2017) the four most fundamental interventions for a successful LDP are "contextualizing the program based on the organization's position and strategy, ensuring sufficient reach across the organisation, designing the program for the transfer of learning, and using system reinforcement to lock in change".

It is of utmost importance to define what "leader" means to each organisation and to define behaviours required for the specific leadership of a firm (Paine, 2016)

Moreover, those programs should not only focus on the leader's knowledge and skills but emphasizes the change in the leader's values, identities, and cognitive frames. Thus, create a maturation in leadership mindset (Wallace et al., 2021). Further, a leader must be able to adapt to different situations and adjust the behaviour accordingly (Feser et al., 2017).



### **Appropriate Leadership type based on workplace**

Especially in the hospitality industry, employees need to be able to connect the “behaving according to corporate standards” and “behaving according to guests’ needs and demands” (Huertas-Valdivia et al., 2019). Therefore, a leadership style which gives them enough authority to be flexible is needed. This paradoxical way of leading seeks task conformity but also individual adaptations towards guests. This is the key for high quality service in 5-star hotels.

Moreover, due to the specific characteristics of the job in the F&B service department, independent decision-making of subordinates is fundamental. By giving them this authority, FBSEs can react quickly to incidents on the work floor and so guarantee customer satisfaction. Especially in 5-star hotels this flexibility is needed to maintain excellent customer orientation (Huertas-Valdivia et al., 2019).

Another crucial factor for hospitality employees is empowerment, which increases engagement and service performance (ibid).

In conclusion, the combination of ethical and transformational leadership is the best approach for the eLDP, as it covers the hospitality context, and the needs of all Generations.

### **Different leadership per hotel type**

A crucial element is to understand the work environment of FBSEs. There is a difference between working for a multinational chain company or for a privately owned independent hotel. Next to organisational distinctions, the human resources management differs a lot. Especially in international chain hotels, human resources management must be set up in an extensive manner, to guarantee inclusion of all cultures and employees around the world, while maintaining the same standards globally (Orfin and Tomaszewska et al., 2015). This leads to stricter organisational guidelines (David, 2016).

Normally, there are more opportunities to get trained and better compensation for employees in bigger hotels (David, 2016). However, due to the set rules a lack of freedom in individual leadership might occur. On the other hand, independent hotels can adapt changes easier and commonly display familiarity throughout the business. Nevertheless, with a smaller team it is hard to substitute leaders, while attending an LDP (ibid).

It is important to assess the resources of the hotel itself. Chain hotels have more monetary resources for the implementation of these requirements and more staff available working on the eLDP. Independent hotels might profit from their family bonds within the hotel and might need less time to successfully implement an eLDP. Depending on the eLDP’s scope, a suitable program is economically viable.

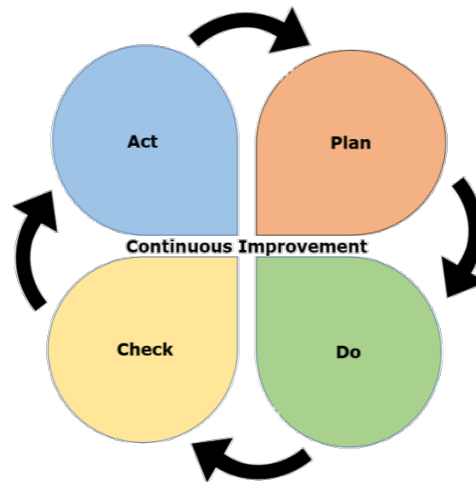
Out of all twelve participants of this study, ten interviewees worked in independent hotels. While four worked in both types of establishments, six exclusively worked in privately owned hotels. Only two worked solely in chain hotels (App.6.15). For the purpose of this research, the interventions for the LDP framework are created for an independent hotel.

## **Conclusion Solution Design**

To limit unethical rule-breaking of Millennial FBSEs, there needs to be a combination of ethical and transformational leadership. Within this program, a definition based on the context and organisational values must be established. Continuous improvement of soft skills and the change in of a leader's cognitive limits will be addressed. The maturation in leadership mindset will be reached by including attributes such as psychology of work and intuition.

## 6. Intervention

The design of the eLDP (plan), intervention (do) and evaluation (check and act) of the solution to solve this issue will be arranged based on the Plan-Do-Check-Act Cycle (Fig.4)(Marcus and Dam, 2019).



**Fig 13: Plan-Do-Check-Act Cycle**

### **Stakeholder management**

Since this is a large change for a hotel, it involves multiple stakeholders. Next to F&B service leaders, it also affects F&B managers, the hotel's HR department and General Manager (GM). Additionally, an external consultancy firm might be hired. To avoid any resistance, it is important to provide open communication about the reasons behind the eLDP.

## Timeline Interventions

### Create an eLDP project team

A team specializing on the program is needed. The team should include different stakeholders. To cover the specific aspects of the personnel, the HR manager or an employee should be included. The GM needs to participate as well since in an independent hotel, he/she has great influence all department. Also, the GM will oversee the financial aspect. Most importantly, the F&B manager or F&B outlet manager must be part of the project team since it directly affects all of his/her subordinates. Additionally, a FBSE could join to increase diversity and thus widen the perspective of the team. Once gathered, the project team will meet weekly.

### Hire leadership experts

This step is not compulsory. External experts might be hired to guarantee a valuable program. However, monetary resources need to be evaluated first.

### Create eLDP

The most crucial step is to design a tailored eLDP.

First step is to form a definition of "leadership". The desired characteristics and behaviour of a leader must be clarified.

Further, details such as the approach and techniques of the training should be elaborated. Time and money need to be allocated and all stakeholders involved identified. In this step, the project team should establish **how often** a leader takes part of the eLDP (advised to be quarterly), **who** is eligible for it and **when** it will take place. The program must support the values and visions of the company.

To generate the best eLDP possible the hotel might investigate best practices of similar hotels and F&B outlets. Meetings with F&B managers of other hotels using an LDP will help to identify points of risk. Further, it is advised to create an internal analysis to pinpoint resources available and to diagnose gaps within the current leadership style(s).

### eLDP implementation

Once the plan is ready, implementation can start. Firstly, awareness of this change must be created. All employees need to understand the importance of this training.

Secondly, a test run is done with one leader of the F&B area only. He/she will experience the training once. Before and afterwards subordinates receive a survey to evaluate the leader's performance. Based on this information, the immediate feedback of the leader and experience of the trainer, the eLDP will be adapted.

From now on leaders have training sessions quarterly. In these sessions, he/she will reflect on the personal leadership style and improve soft skills through different practices. The trainings will be hosted by a special trainer or an employee of the hotel's HR department.

## **Resources required**

Time	Time of leaders, participants of project team and trainer Employees when filling out survey Representation of leader in training
Money	(external experts), for trainers if external, adds up to working hours While leader is in training, the representation is working too.
Training place	A room where the training is done
Knowledge	Trainers (either external or internal) require sufficient training to execute eLDP

## **Resistance**

People are resistant to change, since they go from a familiar to a non-familiar state (Found, 2015). It is expected that resistance will occur on group and individual level when implementing the eLDP. Those are caused by either group norms and thinking or by uncertainty, insecurity, and selective perceptions (ibid).

The F&B manager is at risk to resist from the start onwards since the necessity of this action might not be clear. Further, the implementation of a LDP can be seen as a personal attack on their work style. In addition, the leaders affected might resist for the same reasons. Therefore, it is important to communicate the personal benefits of this program and to empower the staff in a positive manner.

## **7. Evaluation**

Several steps are taken to evaluate the impact of the eLDP. This ensures an evaluation of the impact that the solution has on all stakeholders concerned (leaders, subordinates, guests, overall hotel performance).

### **Surveys**

Continuous review of leadership is done. Before -after assessment in form of surveys is conducted. An anonymous survey will be distributed to FBSEs before the eLDP starts. This will be done by a person of the eLDP project team, not by the evaluated manager.

In this survey questions regarding the current leadership will be asked, which are to be answered by a 7-point Likert scale. The survey includes but does not limit to the following topics:

- Trust level regarding manager
- Approachability of manager
- Integrity level of manager
- Experienced ethical behaviour of manager
- Experienced communication skills of manager
- Experienced treatment of employee by manager
- Experienced treatment of colleagues by manager

There will be room to add any additional opinion of the FBSE. Since an eLDP is continuous, this survey will be distributed to the leader's subordinates in intervals of three months. This supports the eLDP's quarterly approach. The continuously experienced leadership allows to evaluate the impact of the eLDP.

### **Preparation of leader**

F&B leaders who participated in the program will be asked multiple questions regarding the interventions (de Boer et al., 2020) to understand the impact of the solution. This will be done in a one-on-one meeting with the trainer for the leadership development. In this meeting the concerned manager self-evaluates his/her performance as a leader. This approach allows room for discussion and supports self-reflection, awareness, and compassion.

### Indirect evaluation

Further, several KPIs (Table 3) will be measured to assess the effect of the eLDP.

KPI	Reason
Employee turnover	Emotional relationship with leader directly influences job satisfaction and turnover
Number of days an employee is calling in sick	
Number of rule-breaking incidents reported to HR	Leaders are role models and act with integrity
Number of customer complaints	Good leadership influences commitment towards organisation and extra-work performance.
Sales	
Customer satisfaction	
Number of returning guests	This leads to better financial performance and better guest experience.
Seat turnover of restaurant	
Occupancy of restaurant	

**Table 3: KPIs to evaluate**

## 8. Dissemination

This research was conducted for Ms Van Geuns. It might be published on the Mediacentre of Hotelschool The Hague

### **Industry Domain**

Since this report has valuable findings for any five-star hotel in Germany and Switzerland, it was distributed within the network of the researcher, including FBSE, F&B managers, kitchen directors and HR employees in Germany and Switzerland. This was done via LinkedIn messenger and emails, based on the individual preferences of the recipients.

The findings of this research are especially valuable for employees in the F&B and HR department. The paper highlights the importance of leadership development and at the same time delivers a guideline on how to implement strategies accordingly.

Additionally, the challenges regarding the needs of the different generations are elaborated as well. Since due to time issues implementing leadership programs is neglected, the proposed solution and interventions supports organisations by already providing a framework.

Furthermore, the research might be of interest for Hotelschool The Hague, especially for the course "Managing an Outlet". Thus, the author will contact appointed lecturers of this course to share the findings.

### **Research Domain**

Furthermore, the research was shared with all participants of this study through emails (App. X) Since all of the interviewees work in the hospitality industry, this research might help them for their future careers. Either when joining a project team or implementing a program themselves, they can find useful information as well as inspiration in this paper.

In order to ensure a wider circulation of the research, an infographic about the research was designed (Appx. X) and was shared publicly on the LinkedIn page of the researcher. This tool allows people to understand the current problem immediately and briefly presents the solution design. If further questions arise, the research will be gladly shared with the people interested.



## 9. Academic Reflection

### **Reliability and Validity of research**

During the data collection process, several limitations occurred.

Firstly, the research focuses on a sensitive topic, this might lead to social desirability bias. Therefore, it was important to establish trust, confidentiality and guarantee anonymity for all interviewees (Babbie, 2009). Secondly, all interviewees are known personally by the author. Thus, an equal level of openness was provided, even if this might have led to personal bias on the interviewer's side regarding objectiveness. Thirdly, instead of interviewing both individually, a focus group with interviewee #6 and #7 was created, due to time convenience of the two participants. This might have caused group conformity and again social desirability.

Further, the focus group and two interviews were done in German, which might have led to language barriers.

Questions for interviewees were persistent, which eliminated result bias.

The occurred limitations could have been limited. In order to avoid personal bias, the author should have also interviewed FBSEs who are not personally known. Further, a preliminary interview with an expert of the F&B sector could have led to in-depth questions and allowed better analysis of the context-related situational factors.

After the data was analysed, it became clear that there was important evidence missing. No significant evidence was collected regarding the impact of framing. Further research is suggested. This might add value to the overall F&B service industry. Moreover, the findings could improve the eLDP.

Further, the contradicting findings respecting influence of co-workers and OCB hinder a thorough analysis of this factor. An elaborate research on the various influences within OCB and co-workers could be valuable to better understand the effect of co-workers.

It is recommended to study the impact of company culture and the CoC closer. Other research on different departments of a five-star hotel is advised to limit further rule-breaking.

In general, this research focuses only on Germany and Switzerland. It would be interesting to investigate, if the same factors have the same impact in different countries. In different countries it might also need a different research design. From a different perspective, it might be interesting to see, whether the significant influence of context-related situational factors differ between different hotel categories.

Implementing an eLDP greatly depends on the openness of an upper management and the alignment with respective company culture. Moreover, it is extremely time intensive to tailor a suitable program for a hotel. Therefore, the implementation plan cannot be seen as a valid tool. While the plan is a great guideline its general approach leaves room for mistakes.

# 10. Appendix

## App 1: Why Business Ethics is important

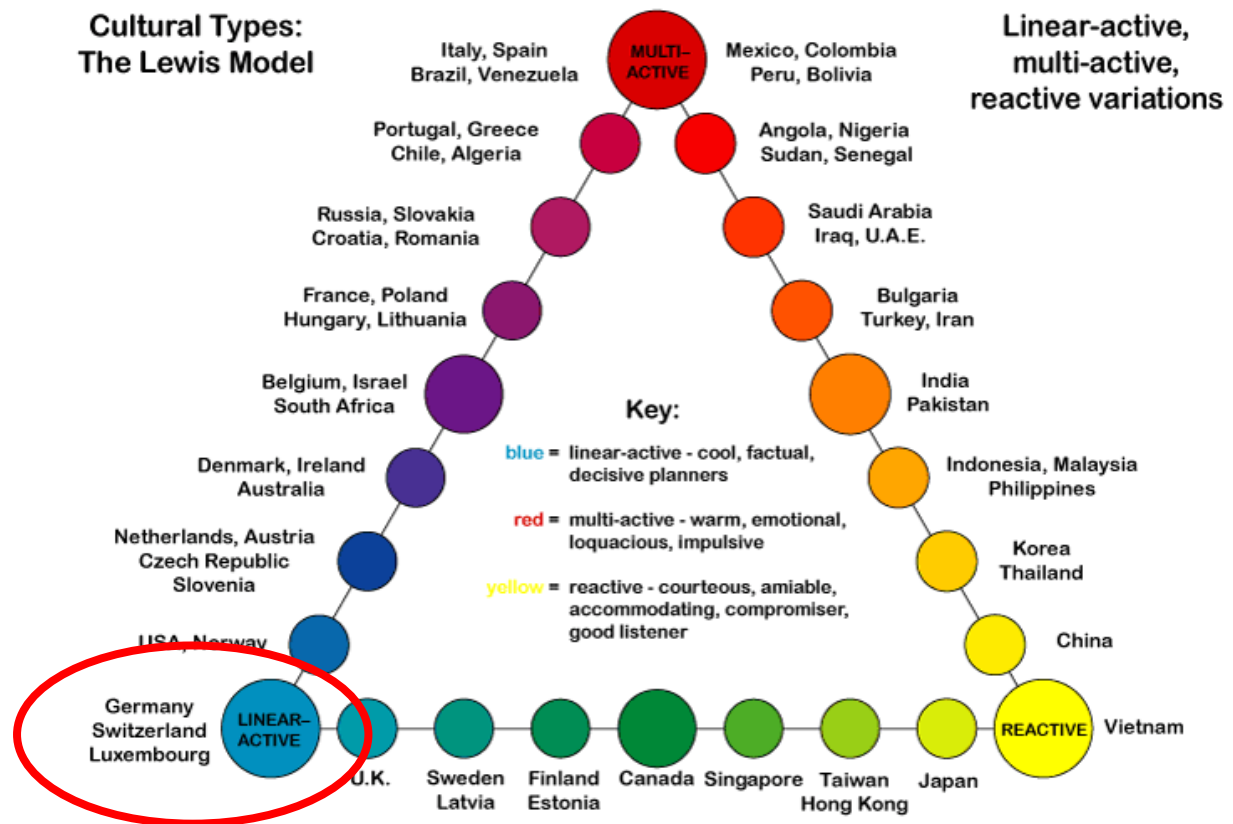
*"Business ethics is the study of business situations, activities, and decisions where issues of [morally] right and wrong are addressed" (Crane and Matten, 2010; p.5)*

Since organisations have more influence and power in society, business ethics become more important. Organisations enhance economic development in countries, but also impact the environment due to using its resources or providing employment (Crane and Matten, 2010). Either positive or negative, the different benefits and problems of organisations' impacts need to be assessed.

The importance of a morally acceptable behaviour of a business increases due to several factors, including globalisation and digitalisation. Globalisation allows businesses to carry out social, economic, and political activities, processes, and relations without being and/or sharing a common geographical territory (Crane and Matten, 2010). Moreover, digitalisation supports the sharing of information worldwide. Therefore, whistle-blowers have a wider range of sharing information, for example through whistle blower tools (Adam and Fazekas, 2020). This leads to a demand of more transparency and correct behaviour, as businesses face higher risks of exposure.

Another reason why moral behaviour becomes more important is because humans seek to have a positive impact in society and their surroundings (Dimitriou and Ducette, 2018). Individuals therefore search for a workplace where they can contribute to society and their environment. Employees want to be able to identify themselves with the values and principles of their employer, and a guarantee that their work is meaningful. They actively look for organisations where they can integrate compassion for their surroundings and give something back to society. This leads to better well-being of employees but also shows an increase of work performance (Nazir and Islam, 2020).

## App 2: Culture-Triangle by Geert Hofstede



(Hofstede et al., 2010)

### **App 3: Interview Structure**

	What	Specifics
Introduction	<ul style="list-style-type: none"> <li>• Ice breaker</li> <li>• Purpose of interview</li> <li>• Introduction of interviewer</li> <li>• Confidentiality</li> </ul>	<p>Set them at ease, small talk</p> <p>Explain that information is confidential, that personal information will be anonymised and that they have the right to deny answering any questions or state when they feel uncomfortable</p>
	General questions	Age, Gender, Duration of working at workplace/ in the industry
Topics	What causes F&B employees in five-star hotels to unethically break rules?	
	How can leadership limit unethical rule breaking?	What would you need from leadership to behave ethically correct?
	How can co-workers limit unethical rule breaking?	Does OCB enhance rule breaking? What would you need from your co-workers to behave ethically correct?
	How can a CoC limit the unethical rule breaking?	What would you need from CoC to behave ethically correct?
Closing	Clarifying and open questions Summarising	Check if interviewer has understood everything correctly Summarise interview
	Explain further process Thanking participant	Checking if participant wants to be notified of progress

**App 4: Calculation of Population**

What	Number or Percentage	Source
Germany		
% of employees in hotels in 2019	21.5%	(Gaststättenverband, 2020)
People working in restaurant and hotels in 2019	1,887,000	(Graefe, 2020)
% of 5-star hotels in Germany	1.6	(HotelStars, 2021)
People working in 5-star hotels in Germany  (%of employees in hotels* #people working in hospitality)*% of 5-star hotels	6,492 employees in F&B	Calculated by researcher
-20% estimated guess for no direct customer contact jobs	<b>5194 employees in F&amp;B service of five-star hotels in Germany</b>	
Switzerland		
People working in hotel restaurants 2019	79,000	(HotellerieSuisse, 2020)
5-star hotels in Switzerland	105	
Total number of hotels in Switzerland	4,646	
5-star hotel % in Switzerland	2.26%	Calculated by researcher
People working in 5-star hotels in Switzerland	(79,000x0.026)= 1786	
-20% estimated guess for no direct customer contact jobs	<b>1,429 employees in F&amp;B service of five-star hotels in Switzerland</b>	
FBSEs in Germany and Switzerland in total	<b>6,623</b>	

## App 5: Informed Consent Forms

### App. 5.1: Informed Consent Form Interview #1

#### Template Informed Consent Form

##### *Limitation of Unethical rule-breaking*

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature:  
(Jan Tewes)



Date : 25 /01/2021

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant

Name of researcher (or his/her representative): Birgit Plöchl

Signature:



Date: 26 / 01 / 2021

Additional information has been provided by (if applicable):

Name:

Occupation:

Signature:

Date: \_\_ / \_\_ / \_\_

## Template Informed Consent Form

### *Limitation of Unethical rule-breaking*

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature:

Date : 02 /02 /2021

*J. Lucas*

---

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Birgit Plöchl

Signature:

Date: 02 /02 /2021

*Plöchl*

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*  
**App. 5.3: Informed Consent Form Interview #3**

**Template Informed Consent Form**

***Limitation of Unethical rule-breaking***

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature:

Date : 02 /02 /2021



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I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Birgit Plöchl

Signature:

Date: 02 /02 / 2021





## Template Informed Consent Form

### *Limitation of Unethical rule-breaking*

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Friederike von Schenck

Signature: 

Date: 29/01/2021

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I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher: Plöchl Birgit

Signature: 

Date: 29/01/2021

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*  
**App. 5.5: Informed Consent Form Interview #5**

**Template Informed Consent Form**

***Limitation of Unethical rule-breaking***

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

**App.**

I hereby give my informed consent to take part in this research project.

Name of participant: Simon Issa


Signature: 

Date : 27 / 01 / 2021

-----  
I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Birgit Plöchl

Signature: 

Date: 27 / 01 / 2021

## 5.6: Informed Consent Form Interview #6

**Template Informed Consent Form**

***Limitation of Unethical rule-breaking***  
*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: *Thomas Hays*  
Signature: *[Signature]* Date: *30/01/2021*

---

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher: Birgit Plöchl  
Signature: *[Signature]* Date: 30/01/2021



## 5.7: Informed Consent Form Interview #7

### Template Informed Consent Form

#### *Limitation of Unethical rule-breaking*

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: *Eggermann Philine*

Signature: *P. Eggermann*

Date: *05/23/21*

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher: Birgit Plöchl

Signature: *Plöchl*

Date: 30/01/2021

LYCar Execution Report  
Unethical Rule breaking in F&B service departments of five-star hotels  
**App. 5.7: Informed Consent Form Interview #8**

**Template Informed Consent Form**

***Limitation of Unethical rule-breaking***

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Sophia Schaller

Signature: 


Date: 01 / 02 / 21

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

---

Name of researcher (or his/her representative): Birgit Plöchl

Signature: 

Date: 01 / 02 / 2021

## **App. 5.8: Informed Consent Form Interview #9**

### **Template Informed Consent Form**

#### ***Limitation of Unethical rule-breaking***

***(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)***

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Anja Metzler

Signature:



Date: 25 / January / 2021

-----  
I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Birgit Plöchl

Signature:



Date: 26 / 01 / 2021



### Template Informed Consent Form

#### *Limitation of Unethical rule-breaking*

#### ***(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)***

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Diana Zolbeck  
Signature: \_\_\_\_\_ Date: 01/02/2021

\_\_\_\_\_  
\_\_\_\_\_

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Birgit Plöchl  
Signature: \_\_\_\_\_ Date: 01/02/2021

\_\_\_\_\_  
\_\_\_\_\_

## **App. 5.10: Informed Consent Form Interview #11**

### **Template Informed Consent Form**

#### ***Limitation of Unethical rule-breaking***

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

*Fabian Bombell*

Signature:

*Bombell*

Date: *27/01/21*

-----  
I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

-----  
Name of researcher (or his/her representative): Birgit Plöchl

Signature:

*Plöchl*

Date: *28 / 01 / 2021*



## **App. 5.11: Informed Consent Form Interview #12**

### **Template Informed Consent Form**

#### ***Limitation of Unethical rule-breaking***

*(Unethical rule breaking in F&B service departments of five-star hotels and the influence of situational factors in Germany and Switzerland)*

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

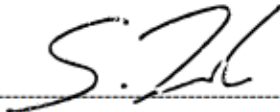
I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Sebastian I

Signature:



Date : 29 / 01 / 2021\_\_

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative): Birgit Plöchl

Signature:



Date: 29 / 01 / 2021

## **App 6: Interview Transcripts**

**Blue:** Influence Leadership

**Green:** Influence Co-Workers

**Yellow:** influence Organisational Culture

**Red:** reasons of rule breaking

**Orange:** F&B related factors

**Purple:** consequences and responsibilities

### **App 6.1: Interview 1**

**BP** (00:02):

Hi XXX, how are you doing? How was your day so far?

**Interviewee 1** (00:11):

I'm doing really good. I had a good day. I just spent some time in Berlin and wandered a little about the park. So yeah, it's really good.

**BP** (00:18):

That sounds great. How is the whole COVID situation in Germany?

**Interviewee 1** (00:23):

Well, the COVID situations is relatively red, so the whole Berlin is clustered with infections. But I already took a test when I came home. It's negative and now, let's say, I am avoiding contact as much as I can to stay negative.

**BP** (00:42):

Great. I didn't know that you had to do a test in Germany.

**Interviewee 1** (00:46):

Yeah, you have to, if you want to go around of quarantine. Then you have to make a test and that just made it upon my day of arrival, and that works

**BP** (00:59):

Great. Perfect. Well, thank you for taking your time to do this interview with me. I'm going to write my bachelor thesis about the ethical or unethical rule-breaking of F&B employees in five star hotels. And first of all, before we begin with all the questions, I just wanted to tell you that everything is confidential. So no one will know your name, and I will not share any information you don't want me to share. If at any point during the interview you feel uncomfortable or you don't want to answer a question, just let me know. And if anything is unclear, please ask and I can clarify the question. Yeah?

**Interviewee 1** (01:44):

Alright, that is clear!

**BP** (01:44):

Just some questions to ease up. How long have you worked in the F&B industry in five star hotels

**Interviewee 1** ([01:59](#)):

In five star hotels I have worked for a period of three years and some months since I made my apprenticeship in a five star plus property. And after that, I stayed there for two more months and then I went to a five star cruise ship, which is relatable, maybe even higher than the five star standard I've learned. I stayed there for five months and worked around the world on the ship.

**BP** ([02:27](#)):

That's so exciting being on a cruise ship.

**Interviewee 1** ([02:34](#)):

It was.

**BP** ([02:35](#)):

It was a lot of work I assume. And did you only focus on F&B or did you also learn or work in different departments?

**Interviewee 1** ([02:46](#)):

I mainly focused on F&B, not by choice just by the circumstances of my apprenticeship, but still I spent some time, some months in the reception as well. I worked in housekeeping. I worked in the stewarding, I have worked in the sales department as well for a short period of time. So, I got a good overview of different departments in the hotel industry.

**BP** ([03:10](#)):

That's great. What would you say is your favourite outlet or department?

**Interviewee 1** ([03:16](#)):

F&B. Mainly restaurant, I would say I had, I had some experience in bar tending as well, which is a lovely field, but at one point I decided that my love for food is even stronger than my love for beverages. So I had to switch my interests to the restaurant.

**BP** ([03:35](#)):

Great. Perfect. So if you say, you have chosen F&B or restaurant, is it only because your love for food is so big or are there specific reasons why you like this department more?

**Interviewee 1** ([03:52](#)):

Well, I started working on a low level basis in F&B from the age of 18, next to my A-level diploma. Um, and since *then I just understood , how funny that work, that kind of work can be*, and how good combinations you can have in a team. If you have a really strong shifts and all of them have to work together just to make it done, to get the job done. And *the bonding and the teams were so strong that I just decided to stay in there*. What's also the reason why I started the apprenticeship and if I can reach out for a farer reason, my mother is a really designated cook, a really sophisticated cook, and therefore I grew up with, many different tastes and nuances and food and beverages and

hospitality in a private room and therefore let's say I have the Nimbus for this job from my mom.

**BP (04:49):**

Okay. That's cool. That's a nice history, a lot of how do you say that, passion then in your family for food and beverage.

**Interviewee 1 (05:00):**

Yeah.

**BP (05:02):**

That's nice. I just heard you saying that you loved the strong team bond so much in F&B. How did that influence you when you were, like during service?

**Interviewee 1 (05:21):**

Well, it gave you the feeling of security and safety. Since you care, you could rely . If you are member of a good team, then you can rely on each of the other ones and you know that they will catch you if you fall, they will step in if you need their help. So you don't have to fight on your own and service, as you may imagine, or have experienced yourself, can sometimes actually be like a fight if you're running through your burning station and to have three more orders to type into the system, but you have to take care of the wine, you have to filet a fish on table nine, and then you have to greet some guests and you have to get the coats for the other guests and all at the same time. And I think this job is actually only doable if you're having a good, strong interrelated team where everybody helps each other out and this creates a type of bonding between people that is so strong, that it can, in my opinion, sometimes even outline love, because I had colleagues with whom I had stronger bonds than friends of mine had with their girl or boyfriends.

**BP (06:26):**

That is interesting!

**Interviewee 1 (06:26):**

So it's a special field. It is maybe a little relatable to all other jobs where you have to be really close together and rely on each other really much. Let's take the military, for example, or let's take the, the work in a mine, in a coal mine, for example, before the large machines were used, you had to rely on all of your colleagues among you, because they all can be the person to save your life. Gastronomy is a little bit less fear and dangerous for the body, but it is relatable in my opinion.

**BP (07:03):**

Okay. That's good. Have you ever worked in a team where there was not a team bond or such a strong team bond?

**Interviewee 1 (07:13):**

Yes.

**BP (07:15):**

How did that work out?

**Interviewee 1 (07:17):**

Well, it turned out to be a really bad experience, because if you know that some of your colleagues are not taking care of you, then letting you fall and to experience that and they just let you run into the open knife. It's a German saying, I do not know if I can translate it like this, but they just leave you running without helping you. And that gives you the impression of being lost and being excluded from the team. It's even stronger if you are, let's say the only person who has a particular opinion or working style and all the other ones have their ones. And if you don't match, if you don't find a point where you can interrelate, then you will be excluded in a really strong way. This is like the back side of the medal, since you on one hand can have a really perfect, good, strong bond. But on the other hand, if you do not fit, you can never be happy in a team.

**BP (08:14):**

Okay. When you say it like this, then I assume you experienced that as well. How did your colleagues show that they don't have your back for example?

**Interviewee 1 (08:28):**

Well, for example, one example will be that you prepare a Gueridon to create something at the table of guests, but you just put it there because you are about to get the ingredients and you place it there, you come back and the Gueridon is away, because your colleague just stole it without asking you or colleagues doing things on your tables without telling you that. So you lose the overview of all the tables you have to serve or colleagues telling things that you've done to the manager, in some kind of espionage way that they are putting you in a position where you don't want to be, because sometimes for example, let's take the example of the ship. We were not allowed to eat on the ship, then during the shift. And sometimes if you just create a Tatar, for example, and you have some left in the bowl that you have to put to the dishwasher, and then you just use a small tablespoon to eat it. And sometimes people will carry that information to the manager causing trouble to me. And this is something which is really un-collegial and destructive for a good team environment.

**BP (09:43):**

Yeah. I can imagine because then you also don't have any trust anymore. That is actually, for me, a very interesting point because, I assume then out of your story, that it's very important for you well to have a good bond. And what would you say is the most important quality then for you to trust a co-worker?

**Interviewee 1 (10:10):**

Well, people have to earn that trust. So the most important quality, I guess, is just showing that you are willing to help and that you are willing to support the whole system that you're not working on your own, and that you sometimes maybe put more effort into work for the other ones than your own. So, for example, if you see that your station is not that full, that you don't stay at your two tables that make ideal service there, but rather help your colleague who is completely going down and his burning station. If I say burning station, I mean, just that they are completely overloaded. So that you can understand that you can make the conclusion that you just see problems and that you proactively go to your colleagues, asking them if you can assist them or proactively do

things, but then telling them what you're doing. So they can still remain in the position of being the leader of the station. So this is a good, an important quality, being proactive in my opinion. And that leads to the fact that trust is created. And the trust leads to the fact that the whole team is having a good, healthy culture, where nobody has to fear about getting in a weird situation, because you have one or two colleagues, which will always help you.

**BP (11:25):**

Okay. That's good. I understand that. Then when it comes to rule breaking, as you have already mentioned, like, then you would like eat things you should not eat apparently. Would you make a difference for, um, colleagues you like, and you don't like, or you have the trust or you don't trust?

**Interviewee 1 (11:50):**

Well, if I understand question correctly, I would say no, I do not make a difference because I would, for example, never, if I do not like a colleague or if I like a colleague, that for me makes no difference. But what makes a more important difference is what type of rule-breaking it is. So in my point of view, eating something that would go to waste anyway, is not a rule that is important to take care of, but on the other hand, for example, stealing out of the cash box, that is the rule that I will always display, always defend. If I understand the question correctly, I'm not sure.

**BP (12:38):**

Perfect. Thanks. Yeah, I think I phrased it quite difficult, the question, sorry for that. What do you think about the scenario or drinking an open wine bottle or taking a sip out of the wine bottle after service?

**Interviewee 1 (13:01):**

Um, again, it depends, even though it is forbidden in most of the restaurants or hotels you may work in, I think that at some points it is actually acceptable since it is a small reward and sometimes those wines, which are open already, also going to go to waste after a particular time. So sometimes I don't see the necessity of just go and giving it away without giving it to colleagues. So it is not the right thing, that's correct. But if I see a colleague after a hard shift, taking a glass of wine, I would never display that to a manager. If it gets to a routine that they are drinking bottles and bottles every evening, then it's something different. But if it's just a particular moment when he really needs that glass of wine then who am I to, you know, disturb him in this.

**BP (13:53):**

And you wouldn't make any difference for a colleague you like, or you do not like? You would treat them both the same?

**Interviewee 1 (14:00):**

So, I mean, I say it like this, this is my wish. I want to be that person. But I think if it comes to that, I'm really, really fair without personal preference in regard.

**BP (14:15):**

That's nice being fair is always a good quality to have. Even though it's very hard, I assume. If we stay at that scenario, let's say with the wine, or better, also with the

eating, actually. You told me that they then called the manager. How did they manager then react to you?

**Interviewee 1** ([14:37](#)):

On the ship it was actually a really strong hierarchy and you're getting yelled at really, really often. Also they were working with psychologic pressure to actually show you that you are really, really deep below their heels. So you had to be, you had to become a real strong character to actually endure those things. Or have to become a really following small living, which is just following every order given to him. And that led to the factor that all of the employees just followed all the rules to such an extent, because nobody wanted to have bad feedback because it's not like in the school where you get feedback, "this is your action. I don't want it to do that, because it makes me feel like this. And I want you to do it this way", but they're actively mistreating you and giving you tasks just to put you in a different place. Also sometimes punishing the whole team just because you did something wrong. So your position in the team is also feared. So they're using very, very, very difficult possibilities to treat you in a bad way. That was on the ship. And that's only for the ship. I have never been treated as bad as I've been treated there.

**BP** ([15:56](#)):

Oh, I'm so sorry to hear that actually, that you have been treated this way.

**Interviewee 1** ([16:04](#)):

It's okay. I mean, the teams were really good. Most of the time the teams were really good. But the manager management style on the ship is really, really destructive. Also the people on the ship, there are so many people disembarking earlier because they cannot stay the psychological pressure. Because if you realize the situation that you were waking up every day at 06:30h, working the whole day until 23:00h, you have rarely free time in between. You have no day off, you're working all the time. And then in the evening you go to the bar, you drink two cans of beer, you're already completely drunk because it's all exhausted. You go back to bed, get back up at 06:30h again. So you don't have a phase of relaxation. You don't have a phase of real good sleep. Plus to that, all the managers are working, sorry to say that, as assholes, by punishing you in weird, weird ways. And they can do that because there's nobody who can limit them or who is watching their style. Yeah, therefore, it is an experience, which I highly like, and I really happy that I did it, but I would never do it again.

**BP** ([17:15](#)):

Okay. So you learned a lot out of it?

**Interviewee 1** ([17:19](#)):

Yes.

**BP** ([17:22](#)):

Wow, you gave me so much input. That is actually a very interesting. Have you ever seen your managers then behave against the rules while he is ... Wait, I'm not sure if I phrased it correctly. So your manager would punish you if you wouldn't behave right, according to the rules. Have you ever seen managers breaking rules themselves as well?



**Interviewee 1** ([17:53](#)):

Yes, but again, it depends on your position. On the ship, you would decide not to say something because they are so much higher of power than you, but in regular restaurants, I worked, it was always really balanced. So that the manager for example said, okay, it was a really hard shift, let's all have a glass of wine together. So he gave kind of his approval that you can disobey the rule this time because you have to the official approval that you can do it. So again, the managers in most hotels I worked in have been really fair. And when they broke the rules, they offered anybody else to break it as well. So they had to break it, but on the ship it was really unfair.

**BP** ([18:44](#)):

How did that make you feel then?

**Interviewee 1** ([18:47](#)):

Well it makes it feel.. Okay, how can I describe this feeling. It makes you feel unworthy because it gives you the impression that you are less worthy. And since they are higher than you, they are able to break rules, just because of their position, but you are not grown enough, or you're not high enough in the hierarchy to break a rule, which makes you feel excluded from a particular circle. And you're also questioning this kind of behaviour all the time. Not direct towards them, but in the teams or in private, you will always.... I would always question this type of behaviour.

**BP** ([19:26](#)):

Okay. So would you then...how about supporting a manager or like building trust to a manager if he behaves according to the rules or not to the rules?

**Interviewee 1** ([19:40](#)):

I think that most of the managers should apply to the rules as much as possible since they have to lead by example. I experienced the same in my MO block when I requested them to wear their TDV, I wore it as well. Because I think that you cannot question something from somebody else, if you yourself are not doing it. And in the apprenticeship, they built the trust upon that since they worked after every rule that they gave me. And so I could see, okay, this applies to all of us and nobody stands above the law. This builds trust and helps to connecting a team if there are clear rules that everybody has to follow.

**BP** ([20:27](#)):

Okay. So it's important for you as well that they are... I think it's called integrity then. If they break the rules, you're allowed to break the rules. If they don't break the rules, you don't break the rules. Out of curiosity, have you ever been punished for...actually a different question. Have you ever had to break rules in order to get a reward or in order to be seen in a better position in your work?

**Interviewee 1** ([21:06](#)):

(laughs) That's an interesting question. To get into a better position, well, let's say sometimes, sometimes you are breaking rules to get done with the workload you have to do. So for example, sometimes, in menus I just gave different wines out and told the guests that this is another wine. Just because I didn't have the time to seek for it, it didn't have the time to go down to the cellar and get a new bottle and then I just select



one other red wine and poured... Things like this, I think every waiter does that from time to time. It's a little of a mafia game that you are just, you just have to smile at them that as charismatic as possibly tell them what they have on their plate. And they will believe you, even if it doesn't look like that. So selling things in different names or selling red wine for a different red wine, easy.

**BP (22:11):**

And you did the basically because you wanted to make sure that your efficiency doesn't go lost?

**Interviewee 1 (22:18):**

Yes exactly .Because you couldn't afford the time to get this right exact right wine, for example, then sometimes you would just "okay, you know what, it takes me one second to do it like this. I just do it." They will not realize it, you know?

**BP (22:37):**

Did your manager then realize that, or what did he think of that?

**Interviewee 1 (22:45):**

Well, most of the time I tried to avoid my manager to see that. If they would see it, they would for sure be mad with me, but I mean, I'm not doing this on a frequent basis. I just did that sometimes, but it was like a SOS situation. But then they would quite shout at me. But on the other hand, they cannot go to the guests because if they go there and tell them, I gave them a different wine, then this will create an even larger problem. And well then, normally it just goes into the sand such problems. Sometimes there were managers, which even encouraged me to break a rule to, you know, for example, if you have the last bottle of a particular wine and it's already open, but there's no wine out. And then one table orders it and you just go there and you just open the wine in a way that they can not really see that it was open before. I mean, it's kind of a betrayal, but on the other hand they don't realize it. And it's the right wine what they ordered, but it was already open.

**BP (23:57):**

Okay. Interesting. Honestly, I've never heard that scenario, so it's very interesting to hear that. And then have you ever been punished for unethical behaviour like this by your manager?

**Interviewee 1 (24:13):**

For unethical behaviour... No. I mean, I've been, you can call it a punishment, I have been shouted at. I have been given some unpleasant, extra tasks, but only things like ...you are polishing cutlery or the raised finger "Do do, do, do not do it again". But nothing I would consider an actual punishment. No.

**BP (24:39):**

Okay. Have you ever..

**Interviewee 1 (24:42):**

So..

**BP (24:42):**

Yeah, go ahead.

**Interviewee 1 (24:44):**

So there was no warning or something, no written warning or something.

**BP (24:49):**

Okay. Have you ever been rewarded for unethical behaviour?

**Interviewee 1 (24:55):**

No, I don't think so. Well, if you can call it an rewards, in the situation with the wine, which was already open, me and my manager, we came to the conclusion together that we can do it like this. And a reward for me was that he was really happy that we could have sold this bottle as it was but it's not an actual reward, but let's say the compliment or the thankfulness as a reward.

**BP (25:28):**

That's a nice actually. How do you say that? That's out of context actually now. Do you feel responsible for your own decisions or have you felt responsible?

**Interviewee 1 (25:44):**

Yes!

**BP (25:44):**

Okay. And do you think... How did you feel within the different company cultures, like, as you said in the ship or in the hotels, how did the culture make you behave?

**Interviewee 1 (26:01):**

The culture in the hotel I made my apprenticeship in was a really, really strong and really healthy one. And that team, it just makes me behave in a really, really good version of myself since each one trusted me and I trusted anybody else. So we all support each other. I actually raised two levels, which I cannot even realize I did today, in case of supporting people with whatever. So for example, us as waiters will support the kitchen staff if they were understaffed, by, I don't know, peeling potatoes, for example, or helping them in the pastry doing small tasks, but still keeping some workload away from them. So this was for me, the best experience of my life working wise. On the ship, on the other hand that makes you behave .. So there are two ways the first way is that you become a snitch. So like in the democratic German Republic that you just become somebody who is helping managers to find people who are not obeying the rules and the other way is that you gather with your close teams and you just create something like a small cell on your own, which you can trust. So because of the restaurant on the ship, we had 10 stations, so 10 waiters, 10 wine waiters, and 10 Commis de Rangs.... And in that you had a strong bond in the team and with a, let's say combined hate towards the manager. So you were, united by one figure of hate. So it's not a healthy way of doing it, but it has the same outcome in the end.

**BP** ([27:56](#)):

At least you are united, you work in a team, that's good. Just out of curiosity, do they have a code of conduct on the ship or in the hotel you worked at?

**Interviewee 1** ([28:13](#)):

What do you mean by code of conduct?

**BP** ([28:15](#)):

You know, big firms, like Marriott or NH group, they have like a code of conduct or code of ethics, they call it. Where they write down what is accepted in their firm or what is not accepted.

**Interviewee 1** ([28:29](#)):

Yes, they do. They both are, hotel and the ship are large chains, so they had to create something like this. And there are many rules, which ethic wise, you should not do, which have been followed sometimes, sometimes not rather by us or the managers. I think they broke many of them, by punishing us in ways which have not been good. It has to be written down somewhere, but in some environments that doesn't make any sense because you, as a small employee cannot access it so you can never have access to show them, "Hey, you behaved in a wrong way."

**BP** ([29:20](#)):

What do you think would help then, if that is not accessible for you as a small player?

**Interviewee 1** ([29:30](#)):

To have somebody which is kind of an advocate for you. In large companies, sometimes this is covered by the HR department. And even companies to even have something like, let's say a psychologist, or you have a particular mediator who can translate in a conversation between an employee and the manager, for example. If you have something like this, that works, because then you can discuss on a different level and you are sure that your words are going to be heard, because if you don't have that...try to convince your manager that he just did something bad. You can tell him, I didn't like what you did. And he can say, oh well, that's not my problem. And just wander away and you cannot do anything against them.

**BP** ([30:18](#)):

Fair. I think that it's missing quite often in hotels. I didn't really experience that in my own experience. I have one more topic I would like to discuss with you. Have you ever broken a rule intention, where you knew okay, that is also unethical and it could get me into troubles?

**Interviewee 1** ([30:54](#)):

Yes, I did. So for example, with the wines, for example, on my last day of work in the hotel chain, me and my co-worker, we just took one bottle of wine out, because it was the one day before the inventory. So we just took one bottle of wine, which we both liked out the locker and just drank it together, just because we could. We both knew that it was wrong, but actually in that situation, we didn't care too much because normally we are really streamlined with the rules and taking care of everything. And asking if we

could make an exemptions, for example. But in this case, we were .. we couldn't care less.

**BP** ([31:51](#)):

Actually, one more question. Have you ever lowered your service standard intentionally for guests?

**Interviewee 1** ([31:59](#)):

Because I didn't like them?

**BP** ([32:01](#)):

For example, or because you were not in a mood or because something happened in your family and you had to smile, but you were not really feeling it.

**Interviewee 1** ([32:11](#)):

I don't have a tangible example for that. I can imagine that everybody experiences that from time to time, that you cannot from various reasons not kind of provide the level of service you would like to. But never intentionally. So when I was at work, I always tried to keep a really good working pace, because since I explained before my colleagues also trusting on me, and since I am one part of the face of the whole team of the restaurant, it will also fall back to them if I do something bad. So therefore it was, for me, more important then to do my job, at least good. Maybe not excellent, but at least good. Because I didn't want them to have a bad feedback for that. So intentionally, Never.

**BP** ([33:00](#)):

That's good to hear. That's a very good cause. Thank you. Do you want to express anything or do you want to share anything with me I haven't asked you yet?

**Interviewee 1** ([33:17](#)):

Well maybe I can just say to that, that the gastronomy is a field, which has always been employed by, let's say low-key criminals. So every waiter is a low-key criminal as well. So, I guess there's a large amount of unethically, in the gastronomy that people don't even realize. But I think this is also a part, even though it is officially wrong, but it also brings this nice atmosphere to this whole job, this like sometimes shady environment. And this is also the reason why people go into this environment, I guess. So I really, it's not a, not a good thing, but you cannot take it away from the gastronomy it's merged together.

**BP** ([34:11](#)):

Okay. So you don't think you can take it away?

**Interviewee 1** ([34:16](#)):

I don't think so. No, because then it will be too streamlined and too strict, and then it will take away all the livelihoods, all the magic from this whole job, because you can't have those crazy people working in the gastronomy 16 hours a day sometimes. You cannot expect them to be completely streamline and doing their taxes every may (laughs). They have to compensated that with something. And if they then take a glass of wine, on the evening from my stock, if I would be the manager, then I would be more than happy if they do that, if it's nothing else.

**BP** ([34:53](#)):

Yeah. Okay. Well that sounds nice, actually. What is a wine glass, right? As long as the guest is happy.

**Interviewee 1** ([35:02](#)):

Exactly. **Yes, it is a small price to pay.**

**BP** ([35:06](#)):

Very true. Loyal guests. Then that was it actually from my side. Just for you to know, I'm basically going to transcribe this interview and afterwards I'm going to, with different other interviews, I'm going to try to make a solution to limit the unethical rule breaking in the F&B department. As we already said before, if you want to read it, then I'm going to send you the end product.

**Interviewee 1** ([35:41](#)):

Yes. That would be amazing and wish you good luck and I hope I could be of assistance with this interview I just gave you.

**BP** ([35:52](#)):

Yes, that was great! Thank you.

**Interviewee 1** ([35:53](#)):

I hope that there are some things inside you can use. Thank you for this opportunity.

**BP** ([35:57](#)):

Thank you so much.

## **App 6.2: Interview 2**

BP ([00:02](#)):

I think it's already recording. Perfect.

Interviewee 2 ([00:06](#)):

Nice. I'm doing good. I'm doing very good. How are you today?

BP ([00:09](#)):

I'm very good. Thanks for lending me your time, actually. It's very nice to meet you. As we already spoke, you're in Hamburg, right?

Interviewee 2 ([00:22](#)):

Yeah.

BP ([00:23](#)):

Are you excited for all the Christmas holiday?

Interviewee 2 ([00:26](#)):

Very much. Staying at home with the family and the cats, it is a very nice break.

BP ([00:32](#)):

I love that you emphasize on your cats so much.

Interviewee 2 ([00:36](#)):

Well, I miss them quite a lot when I'm in The Hague.

BP ([00:40](#)):

But were those initial, your cats and then you give them to your sister or?

Interviewee 2 ([00:46](#)):

So they're pretty much my cats. Now my sister's living here as well, so she's taking care of them.

BP ([00:53](#)):

Ah, that's very sweet of her,

Interviewee 2 ([00:54](#)):

You know, that's good.

Speaker 1 ([00:56](#)):

Great. Well then thank you for, um, talking to me today about the topic of ethical behavior in hospitality, basically. Just before we start, I wanted to tell you that all the information you give me is confidential and I'm not going to state your name anywhere, so it's going to be anonymous. If you feel at any time that a question is uncomfortable,

then you just don't answer or you tell me that you don't want to talk about that thing. And if you have any questions, just ask me if you don't understand or if I do not speak clearly.

Interviewee 2 (01:40):

Okay.

BP (01:40):

Perfect. First I just wanted to ask you, if you could give a quick background of your F&B experience or history in the last few years.

Interviewee 2 (01:53):

So, I did my apprenticeship in Germany in a five star hotel in Hamburg. I started in 2016, did it for three years and finished in 2019. There I worked quite a bit in the restaurant. They have a rather large restaurant and a big bar as well. And I would say almost half of the apprenticeship was in F&B definitely. And because I was very much into it, I did an additional apprenticeship as a bar mixer that was parallel to the hotel one. And I got also a little bit into the topic of wine, so I did the WSET level one and two, because I just really enjoyed being in the restaurant and everything. And during the apprenticeship, I had a little side job in a restaurant as well, especially during school times. And then, after the apprenticeship, I worked in that restaurant as a bar and restaurant manager for almost a year. It was nine months. So I was there every day, almost every day.. six days a week, five days a week, sometimes. A lot of time there. And I worked on the menu, made a wine list, bar list, everything. So some experience in that field,

BP (03:18):

That sounds super interesting actually. And also with your knowledge about wine, I assume that that was a good mix for you to be in the restaurant.

Interviewee 2 (03:29):

Yeah! Sorry, I have a quick question. The postman just rang. Can I just get that? I will be right back, sorry!

BP (04:34):

Did you get some Christmas presents?

Interviewee 2 (04:36):

No, unfortunately not, it was for someone else, but well.

BP (04:37):

You're a nice neighbour then.

Interviewee 2 (04:41):

Yes exactly (laughs)

BP (04:43):

*Unethical Rule breaking in F&B service departments of five-star hotels*

So with your great experience, I can imagine that you have also experienced a lot of unethical behavior within your workplace in the F&B department. Would you mind telling me the most, not important, but like a situation which you can clearly think of now or what was very heavy on you?

Interviewee 2 (05:15):

I think the most striking experience that comes from my mind right away was definitely in the bar. As I was an apprentice, I was rather low in the, in the hierarchy and a colleague, I was working with that night. He used to be an apprentice as well. So he had been at the hotel for already four or five years. And he was, in that case, my boss, and it was, I think it was a Tuesday or so. The tip wasn't that good. And there were vouchers that guests would get at the reception when they would have to wait for a long time or so, and then they could, get a drink for free in the bar, but then those drinks, those coffees or cocktails, they wouldn't be booked. They would just be given away. And those vouchers would be saved.

Interviewee 2 (06:01):

Well, he would save them. And in the evening when the tip wasn't good, he would split checks and put parts of the checks on the voucher and increase the tip that way. Does that make sense? Okay, so you would void the drinks, let them out, like on the voucher and we would have a higher tip in the cashier and I, at the beginning, I didn't understand what he did, because I didn't know how the bookkeeping and everything worked. But later on, I did understand. And I also did notice that... Because you have to staple the vouchers to the receipts and everything and give it to bookkeeping because they have to check it... He would always staple them shut. So you would have to rip it up open. So it was really tricky the way he did it. So he would know what he was doing and he would definitely go an extra mile to keep it from people. So that was, I think, the most striking.

BP (07:03):

And how did that make you feel like?

Interviewee 2 (07:07):

Quiet uncomfortable, but also a bit difficult because he was my boss, so I didn't say anything. And I talked to other apprentices, I think, to one or two about it. And they were just a bit... we didn't have that much of a voice to say, "okay, now this is not how you can do it". And I did take the money you gave me because it was part of my share as well.

BP (07:33):

Okay. So you also got something out of it?

Interviewee 2 (07:36):

Yes, we always split it in half in the bar, if there were two of us that evening and he would do the tip. I would always be gone when he did the final cashier and everything, but I would get the tip the next day. And I knew what he did the evening before and I took it.

BP (07:53):



Okay. Why would you think, did he do that or what were the reasons? Of course he wanted to get more money out of that, but do you think there was something else triggering him?

Interviewee 2 (08:09):

I think definitely, well, **the wage is not that high in hospitality, I think he would want to improve the money he earned.** And he would be,.. I mean, you can increase your tip with good service oftentimes. He would sometimes be lazy and to just do it that way then. But I think mainly because he would calculate with a tip that he would think he would get each month and depending on that he would live his life. And if that didn't work out, he would increase it in the end. So I think part of it is the money, the wage you get. And that when you're signing your contract, they say you'll get tips. You don't get paid that much, so it's fine. You you'll get quite a lot of tip. And then in the end, you rely on it kind of.

BP (09:03):

Okay. They even tell you.. The company tells you kind of you need to live with the tip as well?

Interviewee 2 (09:13):

Not the HR, not in that way. They do give you the tariff... I do not know how to call it.

BP (09:19):

Like the standard wage?

Interviewee 2 (09:19):

The standard to the minimum they do give you that. But then they always stress that in F&B you get quite a lot of tip anyways. So, it's not that bad that you get paid so little. That's how they do it.

BP (09:35):

Do you think if someone would get more money, they wouldn't do that?

Interviewee 2 (09:40):

I can't say that. I think, maybe. I think, it might be a point. I don't know exactly what his idea was. **I think definitely it was about getting the money, but I'm not sure if he would have gotten more money, you would have done it, but to a certain extent, I guess yes.. If he would've gotten more money, probably.**

BP (10:05):

Interesting. I have never heard this story actually, or something like that. I mean, you also said he was your leader, right? Or your manager, and you didn't really want to voice your concern about that, which I personally very much understand.. How can I phrase that? So, what would a manager then need to be, or how does he have to behave in order that you feel like expressing the things? Or that you feel comfortable with him?

Interviewee 2 (10:43):

So a manager that would also be above him, you mean, or do you mean in terms of him?

BP ([10:50](#)):

Yes, him as a manager.

Interviewee 2 ([10:50](#)):

Well, I think if a manager does that, I wouldn't really... *If he's the manager who does it, I don't think he could do much different anything to improve that I would like to voice anything. I think it would be quite difficult to ..in a lower position to just go there. I think I maybe could have, or should have found a couple people and not be there by myself and to talk to him because confronting him.. I didn't really do it.* I said stuff like, you can't really do that, what are you doing there? Asking him to explain it to me, to make him realise what he's doing, but that didn't really work. I could have gone to manage her higher than him. Well, he wasn't really my manager. He was just a bar person who was higher than me though, but, I found it difficult to tell him about what he's doing there because I was lower. I'm not sure what you mean, like what traits you would need to have that I would be able to voice that or.. ?

BP ([12:14](#)):

Okay. Do you know what you would need or what would you need from the company or from the higher management that you put voice to things or those things wouldn't happen at all?

Interviewee 2 ([12:27](#)):

I love the people like each other at work, but a bit more professional attitude that I could be there not as a friend, because I was friends with him as well. I could go to my manager and say, this is what I saw, but of course, that's the great part.. You go out to a bar after shift with all the people and as well the manager was friends with him as I was. *So if I would've gone to my manager and say, this is what he's doing, that would have been like snitching a friend. So as they were all kind of having some kinds of friendships, I think a bit more distant feeling would have helped. But of course then the work wouldn't have been as fun with him..*

BP ([13:25](#)):

Okay. So it's very much about the friendship as well with your coworkers..

Interviewee 2 ([13:35](#)):

Yes.

BP ([13:35](#)):

Would you think....that that's very interesting. I came across that. Would you think that the friendship and the trust you have with your coworkers is actually increasing the unethical rule breaking?

Interviewee 2 ([13:50](#)):

I think so. *It's definitely easy. If you say, have a drink after work from the open wines. Definitely. If you don't like the people you wouldn't and if you're there together and your manager says, Hey, good job and we're all going to have a drink from our wine cooler and fridge, yes definitely. I think so. Also, because it puts a different kind of pressure on you I think. If you know the people and you actually like them, you don't want to... It's a*

bit more difficult to be strict or tell them that something they're doing is not good, or it was wrong.

BP (14:30):

Yeah. So have you then ever broken yourself a rule in order to or for one of your co-workers?

Interviewee 2 (14:39):

I mean, I took the money, that's definitely a rule breaking and I did drink with my colleagues after work from from the restaurant wines. Or is that what you mean?

BP (14:57):

Yes exactly. Or if you have ever covered up for a co-worker when he came late or those kind of things.

Speaker 2 (15:02):

Yes (laughs), same guy. He was viewing apartments and he came an hour late and I was by myself in the bar, but, I couldn't really cover up that one though, because the bar was crowded and my boss had to help me then. So he found out, but, really covering up.. I guess the tip increasement, but I wanted to, when I was in the bookkeeping department and he would give us a voucher, I was going to open it up, but then he already had left the hotel when I was in the bookkeeping department. So that didn't happen.

BP (15:45):

Okay, you kind of tried to make him aware from the other side.

Interviewee 2 (15:48):

Yes, I was going to, but he wasn't there then anymore, but I guess covering up like that.. Definitely that part and the drinking, the wines, but it was the drinking, the wines wasn't really covering up because everybody knew even the purchasing department knew that the Grauburgunder was going very, very well and the money didn't really come in, so it was part of it. Everybody knew higher management too.

BP (16:16):

So then it was accepted...

Interviewee 2 (16:18):

Yes exactly.

BP (16:18):

Would you say that ..what is the difference between rule breaking for or with a colleague you see as a friend and with a colleague you don't like?

Interviewee 2 (16:35):

The difference...Are we on the same level, my colleague and I, or is it

BP (16:43):

Like for example,..I mean it can be also with the manager or whatever you want to say.

Interviewee 2 (16:50):

I always find it a bit more difficult if it's a manager, I mean, by now it's also different that I would stand up more and then question it again and say, Hey, how do you think this is going to work? Or I don't know if this is the best way to do it, than compared to my apprenticeship where I was just a bit shy in the beginning. But what do you mean.. do you have an example or something?

BP (17:20):

So let's say you would not have like your friend in the bar. Would you then go immediately to the manager above him or the manager above your manager because they were friends and like snitch on him or..

Interviewee 2 (17:37):

Okay, I understand. I guess that would be less of a big step for me then. I would still ask him, like I did in the beginning, what he was doing there. But I guess it's definitely easier than because you have nothing to lose, no friendship to lose really

BP (18:00):

So then as you stated earlier that you think that it increases the unethical rule breaking with friendship, then actually the rule breaking itself should be low or could be limited when you don't have a good relationship.

Interviewee 2 (18:18):

It could be, it could also, I mean, it could be, but I do think that the relationships are very important in order to have a good working environment. So I would try to look for a different solution, maybe a different system with the vouchers, for example, that was just not the best system, that that was even possible that easily. Maybe just a system that makes it harder to steal tips. Because I think the relationship was just, it's just very important if you work so close together, but definitely, rule breaking is easier if you're friends, and just say, come on, let's just do this.

BP (19:06):

Okay. But then if you say it's about a system, then it's.. how would you, or what would you like from a company or from the corporate side of the hotel to do in order to guarantee a ethical behavior?

Interviewee 2 (19:23):

With a voucher, for example, you could have another person that checks it because the reception just gave out a little cut out paper voucher, and then the bar would cross whatever they sold, coffee or a drink or whatever. But nobody would double check that. So maybe in the end, I mean, there's already a lot of lists and everything, but you could keep track of what vouchers you're giving out and what was given there. That would definitely be more work, but that would decrease the chances that they're being misused, but I don't know if that's worth it in the end, because that's just much more work for the reception then again, and communication between departments of course is always a bit slow. I don't know if you could do it digitally somehow or have it in the system that you

write it to the room, but it costs zero Euro or something like that. So at the end you can check it online

BP (20:35):

If I understand correctly, it's about efficiency then if you say, I'm not sure if it's not worth it. Is it about efficiency then?

Interviewee 2 (20:45):

Yeah. If you think of a system that doesn't allow what my colleague and I did, it should be efficient and should not be that much more work because that's definitely also an important part in the hotel. I think that people know what they're doing and feel like what they're doing makes sense and is not just extra work for whatever.. It's about efficiency.

BP (21:14):

Okay. Based on that perfect example, actually with the efficiency, do you know if your hotel has a code of conduct?

Interviewee 2 (21:27):

They probably do. What's included in that?

BP (21:32):

It's like a code of ethics where they state, what they stand for or not. So probably the values are include that and how they treat the stakeholders. So employees, guests, what ethical behavior they want to see...Marriott, for example, has in there We do not appreciate racism, for example.

Interviewee 2 (21:53):

So when I started my apprenticeship, it wasn't Marriott yet, but now the hotel is a Marriott. So they would have that one, but they were Starwood beforehand. I mean, it's been quite some years, but I think we had in the introduction week, we were going through the values and all those kinds of things. And I definitely think there was something like that in it as well, which we had to look at. I mean, it's, most of it is of course that you are not racist and those kinds of things, they don't go through that that much, because I think it's also common sense, but I'm quite sure there was something like that. (laughs)

BP (22:29):

(laughs) How did this code of conduct influence your decision-making?

Interviewee 2 (22:38):

I don't think I really thought about it that much because I think that most things are quite common sense except for it's standard in it usually is like hotel standards, how you greet people, those kinds of things. Is that part of that?

BP (22:59):

No not really.

Interviewee 2 (22:59):

Okay. So then I think I didn't spend that much time thinking about it because then mainly it's rules that for me are common sense, I guess.

BP (23:16):

Okay. How did you manager live up to the code of conduct or to the common sense rules as you say?

Interviewee 2 (23:28):

I would actually say sometimes even a bit more than I would being extra friendly to people who are in the end, not respectful anymore. There were some situations where I would have asked the guests to leave and the managers wouldn't, I think that might be part of it that the guests are treated nicely. I guess.

BP (24:05):

Okay. But like the code of conduct, I mean, you also said you are not sure, like you're pretty sure that there was one, but it was not really lived by or not a very important component to your behavior.

Interviewee 2 (24:19):

It wasn't really emphasized that much. I don't think.

BP (24:25):

Do you think it could help or influence your behavior if a code of conduct would be there?

Interviewee 2 (24:35):

Definitely, if you have a manager that lives up to it and also stresses it. That definitely influences the behaviour of the people working for that manager. I guess if somebody who's higher in the hierarchy than I am lives up to something like that and integrates that into the work, yes-

BP (25:06):

That's interesting. And how would then this managed... Or what is the perfect ethical manager for you?

Interviewee 2 (25:17):

Definitely somebody who also listens to the concerns of the colleagues, the co-workers. That is quite important because I think it is always important to treat the guests correctly and everything, but then in the end, if the guest misbehaves, I think at some point of time you should shield your co-workers and get rid of that guest for example, or I think just, if you talk openly about things, for example the tips it would be way easier. It would also be harder for that colleague to steal the tips and it would be easier to figure out if somebody is not happy with something. So just a very open atmosphere. I do like somewhat hierarchy, like a hierarchy, that not everybody's friends and everybody's on the same level. I do think that makes sense if there's one person making the decisions or two people. So some hierarchy is good, but definitely open culture, so you talk to each other.

BP (26:35):

Out of curiosity... have you ever experienced a leader or manager like you explained it right now?

Interviewee 2 (26:46):

Not like the perfect in every department, but definitely parts of it. Maybe the purchasing manager, he was pretty, pretty perfect. He was great. He didn't have that big of a department, of course. *He just had always one colleague and one apprentice with him, but he really cared about his colleague and his apprentice always. And he always wanted the apprentice to learn all kinds of things.* And even if it was boring, he would make a little joke, but still he was, you know, in German you have the formal and the informal, he would still always be on the formal, both ways, the apprentice to him and also him to the apprentice, for example. And I mean, the restaurant manager also was great. He was just sometimes a bit... *He was really great and you could talk to him about everything. He would just sometimes be a bit more laid back,* I guess, for example, if you would have problems in the bar with the guests being inappropriate or something and for example, I would go to him and say, this guest said something to me, which is not okay. And he's like, okay, well then you just have to joke with them and I said no, I don't want to joke with him about this and those kinds of things. That would be one point of improvement for him, but other than that he was great. And also the new kitchen head chef, he was also... *I think there were quite some good managers with some flaws in some situations, but I think that's also a lot to ask that you know how to react in every single situation.*

BP (28:14):

That's true, but that's good to hear that you had a lot of good role models. How did this good relationship influence the trust base with your managers?

Interviewee 2 (28:28):

Very much. *If I take the purchasing department, it was very respectful and it was a very, very good work environment and very open.* Also he gave me tasks, which I could do and ask them for new tasks and it was just really, really open, really good. And he would also let me do things by myself because he knew I would be able to do them. Is that what you're referring to by trust?

BP (28:58):

Yes. yes.

Interviewee 2 (28:58):

So definitely. And also also the restaurant manager towards the end of the apprenticeship. He noticed when you, were interested and you wanted to do more things and then you could also do things by yourself a lot.

BP (29:14):

Okay. Oh, nice. Because I can ask you this in two ways, actually. Did you ever break rules for your manager or other way around, have you ever let the employee break the rules for you in the restaurant then afterwards?

Interviewee 2 (29:34):

Okay. Break rules for the manager.. Also in the bar (laughs) a lot of stuff happens in the bar. There was an exclusive event upstairs in the very nice bar and I was downstairs and he wasn't really my manager, but he was also a supervisor. Does that count?

BP (29:59):

That counts.

Interviewee 2 (30:00):

Okay. The downstairs bar wasn't equipped as well as the upstairs one. And there was a lady who ordered a Lillet-Vive. So with obviously Lillet and we didn't have Lillet downstairs and he just poured in martini Bianco. And he said, she won't notice. Like there's strawberries in there and cucumber and tonic and I served it and she ordered another one. So I mean, he was right, but still definitely it's breaking rules for my manager.

BP (30:36):

Interesting. I mean you have not been punished for that I imagined, because he was the one initiating it, but have you ever been rewarded for doing something when breaking the rules or when breaking rules?

Interviewee 2 (30:59):

Not with money or anything, but like with a good working environment, because I didn't complain and we were nice and friendly with each other. I wouldn't say like an actual reward in that case, if you count money or a better position or so, but just the rewarded with a nice working environment, because I just did what he said.

BP (31:34):

Okay. Interesting. And have you any example for me in the position as a manager, when you were the manager?

Interviewee 2 (31:46):

I have to think about that, but I think we were actually quite good on that part.(laughing) There were sometimes like situations where a guest ordered something and there was somewhere was a miscommunication. They would get the wrong food, but that was usually always clear, done, always discussed. I don't think so. There was one drink we have... It's vodka with camomile, which we infused ourselves. And then the vodka was all gone...Okay, so it was a drink with camomile vodka, camomile syrup and lemon juice.. Was like a little shot and the vodka was all gone. So we just left out the camomile vodka. We purred vodka and the juice and then the syrup. So it tasted the same. It was just not that exact vodka, but it was pretty much the same ingredients. I don't know if that counts. I don't think that's really breaking out. It's not exactly what it said on the menu, but it is the same ingredients. It's the vodka and the camomile. I don't think so. No, I think we were quite good on that.

BP (33:11):

I mean, that's good to hear.

Interviewee 2 (33:12):

Yeah. I have to think about it. I don't know.



BP (33:15):

Great. Well actually, back to kind of the team spirit or the environment with your co-workers, because apparently that's very important for you that you have good relationships. What is the most important quality then for your co-workers to earn trust or those kind of things.

Interviewee 2 (33:46):

That they do their job properly. I think that's very important. I also always liked that people stress that they want to have fun at work and everything, but I really just enjoy work a lot if it works, like if everybody's doing their job properly, I think that also adds to having fun because you get things done and, you know, you're doing good at your job. So if the colleagues are also taking it seriously, of course, everybody could have a bad day once or so, of course, but taking the work seriously and performing well. That definitely is something I enjoy working with.

BP (34:26):

Does performing well include accepting rule breaking?

Interviewee 2 (34:32):

I wouldn't of course generally say no, it shouldn't. I just sometimes there are situations where it's more of an effort to follow the rule, like with a drink, with the Lillet, and the guests would be unhappy because I would have had to go upstairs or in the basement to get another bottle and they would have waited. So, you know, it's easier to break the rule and the guest is happy. I think sometimes, especially in F&B, if it's super stressful, it goes so fast that you just break the rule and you pour the wrong wine and say, whatever, it's a red wine, they won't notice. So, of course you could have a better Mis-en-Place, definitely..... Okay. I would say, it should not include rule-breaking, but I would just say from experience that's quite difficult. I would have to prepare very well, which of course is possible if you make your MEP and everything.

BP (35:52):

And then...if you would break rules, say we are back to the efficiency, if I understood correctly, because you don't want to let the guest wait.

Interviewee 2 (36:02):

Yeah, of course. Oftentimes it's actually part for the guest experience. Well, not with the tip definitely. But sometimes you give him something else, I mean, I think a lot of people also know the example. When you say the guest... you give them a plate of food and they say, well, this is not correct, whatever. And then you'd take it back and you bring it back out again the same way. And they go Oh now it's much better. So that's just saving you a lot of stress in the end and the guests sometimes don't really know or notice.

BP (36:41):

So can you explain that example a bit more in depth maybe?

Interviewee 2 (36:48):

Yes, if I have a real correct example. Okay yes, at the restaurant where I was manager. It was ramen, so it was a bowl of soup and the noodles, and there was, for example, somebody who said they don't like radish whatever, and we forgot that they don't and

*Unethical Rule breaking in F&B service departments of five-star hotels*

we put the radish on top and then she said, make it new. And then we take it back, take off the radish and give it back out, for example. Don't make it new because we just took off the radish, I think. I don't know if.... Like legally how the situation is there, if that's tricking her somehow. But what else.. I think it was mainly was food, sometimes the salads or something or if... I don't know a steak, you can't really... I can't really think of an example right now, but also in vocational school I had a lot of friends and I was always very angry about that when they said something like that, that the guests would complain about something, but you know, it's correct the way you did it. So you would take it back the dish, for example, and then just bring it back and then they would be happy most of the time.

BP ([38:15](#)):

Okay and did that influence the behavior you displayed to towards the guests then?

Interviewee 2 ([38:27](#)):

Yeah, I mean, *of course that's a bit fake then, it bothers you if you know, what you're serving is good and it's correct and the guests complaints with something that just doesn't make sense to you or all the other experts you're working with.* Of course you are friendly to that guest, but it definitely doesn't come from the heart anymore I would say. If it increases, if they keep complaining about a lot of things, I guess in the end, you're just a bit shorter in terms of what you're saying. But I mean, *of course you're always friendly and it really doesn't work out anymore you would send a different colleague to take over a fresh one that knows what to expect there.* Sometimes it's actually a bit fun then in the end because in the back office, everybody knew, okay, that table is really bad and it was a bit fun. And when you go back to the back office, you talk about what they did and vented it a little bit, but not, I don't think I ever did that in a way that the guests would feel uncomfortable or would feel that they are being talked about by all the colleagues.

BP ([39:42](#)):

I mean, that's good. Right. So the customer is coming back.

Interviewee 2 ([39:47](#)):

Yes, but still, it gives you a different feeling.

BP ([39:51](#)):

Very true. Actually wow, so much information you have given me already, just out of curiosity, have you ever broken the rules intentionally, like where you knew, okay. I'm going to break the rules now.

Interviewee 2 ([40:19](#)):

Well, yeah. Then yes. When I took the tip from my colleague, didn't need to take that. I could have said no. Thank you. I did take that money or when I served that drink, that was not the drink she ordered, but similar.

BP ([40:41](#)):

So you were aware of this.

Interviewee 2 ([40:44](#)):

Yes, with the tip at the beginning I wasn't aware, but then I definitely was aware. And was the drink I was aware.

BP (40:50):

Okay. What is the best solution for you in order to avoid all those rule breakings?

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Interviewee 2 (01:23):

I would actually say that you identify with the work you do or you feel like you have the responsibility that it goes well, because also with the tips, my colleague always said, well, it's a huge company. They won't notice it doesn't matter. It's not my problem. And I noticed that when I was managing that little restaurant, that if there was 10 cents difference in the cashier, I was like, okay, well, where did this go? I'm going to look through every single receipt because it's my responsibility that this fits and I loved what I was doing there. So I also was happy to work 10, 15, 16 hours a day. So, I think if you identify with what you're doing and if you feel like you're responsible for it and it's not somebody else's, and nobody will notice.. I wouldn't want to say that there should be more control or anything because I think that sometimes can also hurt the work environment. But yeah, feeling responsible for what you're doing, I think would help some people, but that's also a bit difficult to get, because that's quite intrinsic I would say. No, not only intrinsic, but yeah.

BP (02:46):

How would you say, is it not, or in what ways is it not intrinsic?

Speaker 2 (02:52):

If you are, if you're in the end, the one who has to do the cashier thing in the end, that's part of your job. So, then maybe there should be one more control. Somebody who looks over it, but there actually is. So that's quite difficult.

BP (03:16):

I mean, that's, that's a good starting point, right. If one is responsible or feels responsible for what they do. Do you have anything you want to share with me where, where you think like, okay, that's super important for the topic?

Interviewee 2 (03:38):

I think oftentimes with the rule breaking in F&B it happens super quick, much quicker than you would think, especially if it's a stressful situation. And also with the drinking wine after shift, for example even later on the GM was there sometimes, and he would join. So oftentimes it's like through the entire company except for, of course then the managers of the hotel that owned the hotel, but everybody's in, and I think also because it's such a stressful job, sometimes people really are a close community and then they would back up each other and then they do drink together and then they do steal tips together. So I think it's just very much a community where a lot of people back each other up, which is of course, very great, very nice, and what you need in that environment, but sometimes it can also be a bit of the downside for rule breaking then of course.

BP (04:46):

Okay, good. So it is about the common spirit.

Interviewee 2 ([04:54](#)):

Yeah, yes.

BP ([04:54](#)):

Cool. Perfect. Actually, I have gotten a lot of information out of your experience, so thank you very. So for you to know what I'm going to do with your information. I'm going to transcribe it and then I'm going to put that into color coding and trust and hope that in the end for my thesis, I get valuable advice for the F&B service department. If you have any questions or if you, I don't know, want to add something, you can just let me know. Or if you, at one point not want me to put the interview as source anymore, just let me know and otherwise maybe I'm just sharing the end product with you.

Interviewee 2 ([05:43](#)):

Oh that would be great!

BP ([05:43](#)):

Okay! Do you have any questions for me?

Interviewee 2 ([05:51](#)):

I, again, have to get the door, I am so sorry. I have no questions.

BP ([05:53](#)):

Oh that is fine! Thank you for your time and input. Bye!

### **App 6.3: Interview 3**

BP ([00:09](#)):

Good afternoon! How are you doing?

Interviewee 3 ([00:17](#)):

I'm doing good. Back at home for Christmas. How are you?

BP ([00:22](#)):

I'm good too. Thank you. Germany, that's quite cold and rainy as I can imagine.

Interviewee 3 ([00:27](#)):

It is, right.

BP ([00:27](#)):

Do you have any special plans for the Christmas holidays?

Interviewee 3 ([00:37](#)):

Just spending time with the family, closest family members this year only. So making the best out of the situation and enjoy being home since quite a long time. So it's nice. But that's it.

BP ([00:54](#)):

Have you ever been gone for such a long time from your home?

Interviewee 3 ([01:00](#)):

I don't think so actually. It's been the longest time this time. So I've been home after summer course the last time. And then just for moving to The Hague and finally back now.

BP ([01:16](#)):

So it was about time to go home. Great. Thank you for accepting my invitation for this interview today. Just for you to know, I'm going to research the unethical rule breaking in five star hotels of F&B employees and all the information you give me and you share with me is treated confidentially. So I'm not going to mention any personal data. And it's basically, or it is an anonymized. Exactly. And if you, at any point feel uncomfortable or you don't want to answer a question then please just let me know. Do you have any questions for me right now?

Interviewee 3 ([02:07](#)):

I think I'm good to go. Thank you. Yes, should be fine.

BP ([02:12](#)):

Okay, great. Would you mind telling me about your hospitality or F&B background?

Interviewee 3 ([02:21](#)):

*Unethical Rule breaking in F&B service departments of five-star hotels*

Yes. In 2016, I started my three years apprenticeship as a hotel specialist and bar mixer at XXX in Hamburg. The F&B departments were quite a big banqueting department. We've had a restaurant and two bars and the restaurant was for around 100 to 120 guests per evening, we have had the bar with around 60 people capacity. And then the banqueting was the biggest room for around 300 persons. So that was what the hotel offered F&B wise. And I was working in all of these departments, starting with breakfast, restaurant and then the evening service, of course. Also banqueting... For around one and a half years of the three years, apprenticeship were in the F&B related departments. After the apprenticeship, I started working as a restaurant and bar manager in a small ramen restaurant in Hamburg. We developed the wine menu and the service standards and we were quite a small team with five full-time employees and 10 part-time colleagues and we serve for around 120 to 150 guests per evening. So that's a broad intro my F&B experience.

BP (03:57):

That is a lot of guests per night, I have the feeling.

Interviewee 3 (04:02):

It was for just 50 seats in the restaurant. We were quite busy and quite full, fully booked all the time. It was quite nice.

BP (04:11):

That's good to hear if it's a working out so well. But also in the hotel itself, when you told me that there are so many seats available or with the banqueting or the restaurant... You were quite a big team then, right?

Interviewee 3 (04:30):

Yes. So in the normal evening service in the restaurant, we were between seven and nine service employees and the same in the kitchen. And for the banqueting we've had a fixed team of around eight people depending on what kind of functions we've had. We also worked with employees from external companies. They just came for one evening. That was always a bit more difficult, but that was only for banqueting also the case.

BP (05:02):

Okay, great. And in general, how would you describe the climate during your F&B times in the hotel?

Interviewee 3 (05:13):

In the hotel we've had... I would separate it between banqueting and restaurant because the climate was pretty different. And also in the restaurant between the evening and the morning shift. The evening shift was quite strong and stable and all the employees were working there for ..some for 15 years already. And it was quite a strong team. Everybody was working together and the atmosphere was quite nice, which also leads sometimes to after shifts and out of shifts time spending together. With the breakfast shift it was a bit more difficult because it was more like part-time employers and they were not too used to work together. So it was a bit more chaotic. And also during my time at the hotel, I think the breakfast supervisor changed like six or seven times. So it was not a steady or a stable team. It was a bit difficult and still the atmosphere was fine, but it was not as such a strong team as the evening crew. So that was quite a different. In the banqueting thing, it was also a nice atmosphere, I would say. Actually the banquet team was a bit

*Unethical Rule breaking in F&B service departments of five-star hotels*

difficult because we've had, as always in banqueting....times were you are utilized and then you have times where you have a lot of spare time and it was always a bit difficult because in some weeks everybody needs to work like seven days and some other weeks you only work three days. That makes it a bit more difficult to become a team. But I think, the atmosphere was sometimes more stressful if you really have like a lot of functions in the one week and then in the other week, it was a bit more relaxed. And also from the leadership style, a bit laissez-fair. If you're there as an apprentice they let you do whatever you kind of want to in times where it's not too busy. And then of course that creates an another more relaxed atmosphere compared to the full restaurant in the evening.

BP (07:26):

Out of those, that department, you told me, what was your favourite one?

Interviewee 3 (07:32):

The evening shift in the restaurant was my favourites and also the bar. Where we also had quite a small team, but also as I said for the restaurant they've worked pretty close together. These two were definitely my favourites.

BP (07:46):

So if I understood that correctly, the way your favourites because of the strong team?

Interviewee 3 (07:52):

Yes, definitely and also because of the restaurant manager and the assistant. Most were quite good and they were working there for 10 years and they were like, keeping everybody together like were always there for you if you need it. If you have questions, they were doing workshops on wine knowledge and so on, everything you need to know, if you start your hotel career as an apprentice. So they really guide you and help you to grow there as well and that makes it a lot more comfortable if you really know what you're doing and serving the guests compared for example in the breakfast serves, where they just throw you in and say, Hey, these are your tables. Good luck. So that also really helps to be integrated into the team and also to work together with the colleagues. If you have a stronger team then that comes naturally to work together and to also enjoy work more. So that was the main reason.

BP (08:58):

Okay. That's a super interesting. So it's about the support you got from the leader.

Interviewee 3 (09:04):

Yes. The support combined with the team team's strengths, I would say.

BP (09:09):

How would you describe the difference between the ethical behavior from the breakfast team to the restaurant evening team?

Interviewee 3 (09:24):

I would say they were more aware of what they were doing. That doesn't always lead to a more ethical behavior I would say. As you, for example, look at the wine consumed after shift. That was more an evening thing, of course. And maybe also sometimes in

unethical, out of the rule, extend, but for the breakfast shift, for example... **The easiest situation with freshly pressed orange juice. They just took the one from the can and say it is freshly pressed because there was no time to make a new freshly pressed one.** So, I would say in the evening it was more out of shift where it might've come to unethical situations, and in the breakfast shift, it was also during shift and I would say evening shift wouldn't let the guests notice any rule breaks or anything. **In the breakfast service it was more the case that the employees didn't really care as much as they maybe should do about how the guests experiences the behavior.**

BP (10:40):

Okay. That is very interesting. When we like stay in the breakfast team, and they didn't really care as much how the guest experienced it. Do you have any examples for me where that happened where the service then got lower?

Interviewee 3 (11:00):

The most typical one, as I said is the one with the orange juice where they just say it is freshly pressed even though it isn't. Let me think about another one. For example, also, if you take the kitchen into account... We've had quite a strong standards SOP for what should be on the breakfast buffet and if, for example, the food cost was at one point a bit more and it needs to be lower than they just didn't really care about how to maybe make the processes more efficient, but **they just said then we skip the "Kaiserschmarrn" at the buffet because it's more expensive than just giving it from the frozen one, even though we always tell and there's a label fresh and homemade Kaiserschmarrn.** They just took deep frozen one and said it's freshly made, even though it wasn't because it's cheaper and easier to make. So in some situations they just took the more convenient way than using the high-end service level.

BP (12:15):

How would you say, could that be changed then in order to limit that kind of rule breaking?

Interviewee 3 (12:24):

Yes. **I think especially in breakfast we were always short of staff.** I know that that's not a good excuse, but if you don't have the time to prepare or to always make a fresh orange juice, then you don't have the chance to, or you have to evaluate if it's more important to have it directly at the table or to have the higher quality. And if you would be staffed a bit more or even a bit more prepared, because I remember that it was always... There was no mis-en-place for preparing a juice or anything. So I think preparation and also.. **I have to say it was not a decision from any part-time staff or whatever. It was really the example the managers set. So our breakfast manager said you don't have the time to make a fresh orange juice now, so give him just something else. And I think if the manager goes with a good example and says, Hey, even though we are quite stressed at the moment, we still have to keep the level of service up then that would be a good example.** And I think then it's easier to follow that one instead of just saying we have to be efficient or we don't have the time for that.

BP (13:43):

Interesting. So then if I understood it correctly, it was mainly because of efficiency reasons to do so.

Interviewee 3 (13:51):



Yes, I would say so. Yes.

BP (13:53):

And how did that impact you as a frontline and quite low hierarchically seen employee when the manager behaved like that?

Interviewee 3 (14:06):

Well, I have to say, if I didn't have the time I also decided to decrease the service level and just give the bottled orange juice because I didn't have the time. So I kind of took the same behaviour as the manager showed to us and then I personally didn't feel really happy with that because you serve fresh orange juice or the other way around to serve a bottled one as a fresh one. And of course it's kind of a lie to your customer and you don't feel like you want to serve it, but still, as you mentioned, *it's the lowest level of hierarchy you don't really have to possibility to say, no, I don't want to do it. So you go with a bit of a bad feeling service it still in the way you are supposed to*, and then you don't really have an option I would say, but still it goes with a bad or bit of a lying feeling.

BP (15:10):

Yeah. Understand that. Do you have any example from your personal experience when you experienced rule breaking from the managers in what you didn't want to be included... because as you said in the orange juice issue, you were kind of on the same line.

Interviewee 3 (15:31):

Yes, one time we had an exclusive event where a company rented the whole restaurant and it was not the restaurant manager but kind of a bar supervisor who was in charge of the system and the charging and so on. *And he always posted drinks not really accurate. He just said, okay, in the last 10 minutes we had 15 gin tonic and five of these and five of this. And I was like, no I made a list and this is what we have. And he's like, yeah, if we make a list, we don't have the time for that and I just said maybe we can say we don't have the time for, I don't know, putting a straw in there or making the nice garnish, but charging should be a thing where we really have to be accurate and where we cannot say, yeah, we don't have the time and in the end we fraught the guests or the company who is paying a lot of money for being there. And we just say, you have had around 15 gin tonic in the last 10 minutes. That's the thing where I confronted with the supervisor once. And in the end they came the restaurant manager and they were dealing with it and I think they posted the list we made at the bar. But that was quite an interesting situation because that's a point where I didn't agree with anymore on saying, it's more efficient to just post it in a way that will be the most convenient. But I think when it comes to payments should be accurate.*

BP (17:06):

Okay. That's super interesting because I imagine, that it is quite difficult to confront someone who is higher in hierarchy. And did you have any consequences or what were the consequences out of the conflict with your supervisor?

Interviewee 3 (17:32):

In the end, there was not really a consequence. We talked about it the evening again and he tried to stick to this position. He said, I know that it's it's wrong or it's unethical but he said sometimes you don't have a choice. And I stayed at my position and said, you do

*Unethical Rule breaking in F&B service departments of five-star hotels*

have a choice. You can make an accurate, if you think you don't have a choice, then you have to, I don't know, find another one is behind the bar and takes care of it because that's not the way it's supposed to be and you always have a choice. And if you say we don't get along with the posting then we maybe have to serve less drinks and take the time for the posting and charging. We've had a discussion about that, but it was more after shift in a friendly way than just like an official feedback or whatever situation, because actually in the restaurant or bar we were always on the friends level, I would say. It was not too hierarchical. Of course there was a hierarchy, but it was not the case that you couldn't speak up to your managers if you think he is wrong or there's a misbehavior. And in the end it was more an ethical discussion resulting out of that situation than really official feedback situation with other people involved. It was really kept on a low level.

BP (18:59):

Okay. So I imagine that your friendship did not suffer from that?

Interviewee 3 (19:05):

No not really. I think separating such issues from after shift is also quite important.

BP (19:13):

It's also good to know that you didn't lose a friend over this. When we stay with that example, the restaurant manager was also involved in that issue then with your supervisor. What do you think of that? How was your perception of that issue then regarding the higher manager?

Interviewee 3 (19:42):

So the higher manager, I think he took really good care about the situation because at the bar the argument was, we are too busy to get behind it and at the restaurant it was already about the end of the shift and he said, okay, if you're too busy to post anything, then I will stay as long as you need me behind the bar and help you with whatever you need. So he really has a hands on mentality and then took care about solving the situation with supporting us and discussing the issue. I think they discussed it later in privat but if you start a discussion about ethical rules and so on behind the bar during service, that might be not the right situation, but I think they discussed it afterwards and in the concrete situation at the moment, he jumped in at the bar and helped us to get on top of things to be able to post correctly again.

BP (20:46):

Okay, that's a very nice behavior of the manager himself. Can you tell me an example where you have been, or where you intentionally broke the rules in order to get the reward?

Interviewee 3 (21:09):

Let me think for a moment.. Get a reward? I can't think about a concrete situation at the moment, no.

BP (21:31):

Okay. No, it's fine. Maybe you didn't do that or maybe you know, an idea about it afterwards. If we turn the question kind of upside down.. Have you ever been punished for unethical behavior?

Interviewee 3 (21:56):

I don't really think so because I always try to.. Especially with regards to the ethical parts, stick to what the companies or the managers give us as behavior. I think the ethical rules, I try to stick to them as much as possible, as I said, with orange juice, I just go with the flow and so on. But *if your manager is doing the same kind of thing, then he won't punish you for doing it. So the only punishment I got for rule-breaking were just not really about ethical issues.* For example I kept my beard and then he was like, you cannot do that because that's not according to the company's standards and the culture and so on. And there were just one situation where I got a bit of a punishment in the HR office but it's really the only thing where I could think about the punishment for rule breaking.

BP (23:09):

Well, that actually seems like you and your manager.. it seems like you had a good relationship kind of a trust base...

Interviewee 3 (23:21):

Yes, I think yes. *The culture or the leadership style that was given in the F&B outlets were always quite open and it was a nice atmosphere where everybody was kind of sure how to behave in a ethical questions.* So there weren't too many issues about that.

BP (23:48):

Okay. That's great. Would you consider to break the rules for your leader, for example?

Interviewee 3 (24:05):

To a certain extent yes. But not if it really comes to, as I said, if it's about money issue or charging in the incorrect way, that's the point where it becomes fraud and not just " I go a bit beyond the rules". *If someone else really has consequences out of that, I don't think that's the correct way.* But for example, if there is an equivalent situation where you say, Hey we are out of stock of the one wine and I don't know.. That happened that maybe our manager just said Okay, the other one is kind of the same, it's another vintage... But after the third bottle, they won't notice. Then you just say, okay, here you just grap that one and go for it.. Yes, *in some small situation I would consider to break the rules if my manager asked me to do so, but in general there are also situations where it goes too far.* And I would say we kind of have to stick to the companies law or regulations whatever... She just charged too much, then that's not an issue where you can just say, okay, well we do it like this. That's more serious and there we have to... that is a point where I would stop.

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BP (00:00):

It helps you a lot in your future if you have those values already, I hope you never lose them. When we consider rule-breaking, research has shown that your team in what you are also influences you. Do you have an example of that?

Interviewee 3 (00:33):

The influence of the team, you mean?

BP (00:36):

Yes.

Interviewee 3 (00:36):

I think it was not the most ethical decision to have wine was the team on the expenses of the hotel after nearly every evening shifts, but we've had a nice team and if you are sitting together after a stressful shift, then it kind of happens too often. And if you think about it from an ethical perspective, that might not be correct to do it, but yes, if the whole team is getting a glass of wine, then, I was in for it as well. But on the other hand, in the breakfast service, there was different situation there. You wouldn't dare to take a croissant from the buffet, even though it's left. That's just because no one did it ever. Then it's kind of not a subject of discussion to do so. So yes, I would say the influence of the teams is quite high. So if everybody grabs a wine, even though it might be against the rules. Yes. Then I did it as well, but if no one breaks rules, then it's kind of easy to stick to them as well.

BP (01:51):

Out of curiosity, what's the difference.. Actually you already told me that. If I understood correctly, you told me that the team dynamics in the breakfast teamwork were not as good as the one in the restaurant.

Interviewee 3 (02:10):

Yes.

BP (02:11):

So what if I conclude that a good teamwork actually enhances unethical rule breaking?

Interviewee 3 (02:22):

Oh, that's a good question. I would say in some parts yes. Because if you are in a good team you tend to also spend time at your workplace, maybe without being there just for work. And if you are in a team where you can trust each other, you also trust each other to back you up and say, for example, if you will take a wine in the breakfast service. So to say, even though it's early for wine, but just as an example. Then you can imagine that someone else will tell someone, Hey, he just grabbed a wine, what's wrong with him? But in the evening it was like, you've had an atmosphere of trust, so if someone breaks the rules, then maybe someone said, Hey, better don't do it again. But there were no consequences because no one out of the team would have known about the situation. So I would say if you have a lot of trust in the team and if you have a healthy team that might lead to rule breaking in a way that you do unethical things where you know that no one else will know about it than your team and you trust your team to cover you. Sometimes that can happen.

BP (03:42):

Okay. Nice. And in this situation with the wine, you broke the rules together with your co-workers and even with your manager I assume. Do you have an example for me where you broke the rules for a co-worker in order to help the co-worker?

Interviewee 3 (04:06):

Let me think. Just the ethical rules, I don't really know about a situation at the moment as well. For example, sometimes when there were like the night shift employees at the reception, they started at 10 30 and then they didn't get any food from the hotel, even though they would've gotten something in the cafeteria if they would have worked morning or early shifts or late shift or whatever and of course you are not supposed to do so, but if you were in the restaurant or at the bar.. *They will get a plate of whatever they like, even though it's not allowed like this. So you bring them, I dunno, they don't ask for it, but you still can bring them something from the restaurant menu, whatever the kitchen has maybe left.* So, that happened quite often. *And also from the bar, if you're there on night shift, maybe they got one or another drink downstairs to the reception as well. So, you try to make it as comfortable as possible for them because you know, if you have a good relation between the FO and F&B departments, you can also benefit from that. So sometimes there were some small rule breakings to support also other departments.* Yes.

BP (05:47):

Okay. Well, that's good if you have a good connection for the hotel and a lot of the friendships. That is actually a good example, you just gave me or told me with the food. You mentioned that those employees could have eaten in the cafeteria..

Interviewee 3 (06:21):

Sorry, I must've lost you for a second. Sorry. Just the last five seconds.

BP (06:27):

Yeah. So why didn't they eat in the cafeteria?

Interviewee 3 (06:32):

Well, during night shift it was not open, so they could have... they pay for it because you've paid on a monthly basis and they could have come until nine, I think it was open. So they could have come one and a half hour earlier to shift to have dinner. But of course no one did that. *And because the hotel didn't really thought about an alternative for them* besides just two old sandwiches from the cafeteria in the fridge and no one really wanted to eat them. So it was more of ... there was no real nice option for them besides getting food from the restaurant. And the restaurant was more than happy to help.

BP (07:18):

Okay. If I understood correctly, they did pay on a monthly schedule but the opening times were not aligned with the schedule.

Interviewee 3 (07:30):

Yes, they did pay for it, but the hotel concept was to give them just sandwiches for the night shift. And then there came some little extras and home dishes from the restaurant on top, even though the hotel or the accounting department said one or another time that that's not the way it's supposed to be.

BP (07:54):

Okay. How would you... Do you have an idea on how this issue could be solved that also the people, because they pay as much as you do probably..

Interviewee 3 (08:09):

yes.

BP (08:09):

..that they also get the same out of it?

Interviewee 3 (08:12):

Well, I think main issue is that no one really understood the rule behind it, that if you have a night shift, that's already not the shift everybody wants to have, so maybe there can be a way to make it more comfortable. And, if you don't offer any food or whatever, even though they pay for it, I think it will be on the hotels and finding another solution if they don't want to serve the restaurant food ... then maybe something from room service or whatever, just find an alternative for the employees to have some dinner or whatever, something during shifts, because I think no one really understood the rule and if you don't understand, or stand behind the rule, then it's more easier to just ignore it and serve regardless of the rules.

BP (09:10):

Yeah, I understand that. It doesn't make sense to you then if you don't understand the reason behind the rule.

Interviewee 3 (09:17):

Yeah.

BP (09:19):

Okay. That's perfect. So the company or the corporate side issued a rule you could not understand, or you didn't want to live up to....

Interviewee 3 (09:35):

Yeah.

BP (09:37):

...if I understood correctly. How do you think this could have been solved or what is the solution in order for you to understand the rules set by the upper management?

Speaker 2 (10:00):

Well, I think everybody kind of knew that the steak from the restaurant is not an adequate alternative for the normally employee food. But I think to assure that everybody sticks to the rule. I think a nice alternative would be the best way, because then you create an understanding for the rule. If you say, Hey, you can order something from room service with a, I don't know, with a budget of 10 Euro per person per night, then you have kind of a limit and then you have something to..a Specific rule, which is kind of measurable where you say, okay, we have a budget for the nightshift employees and we have a room service for 24 hours, so they can get some food, but if you say, they don't get anything, then of course, everybody goes a bit wild and says, okay, if they

*Unethical Rule breaking in F&B service departments of five-star hotels*

don't get anything, we have to make something for them. And if there's then no regulation and you say well, why not a steak? But if you say, okay, there's a certain budget. We thought about the situation. We know that it's an issue that there is no food available during night shift and our solution is, I don't know, room service food, or something else as an alternative where you give a certain budget because we know that there is this issue and you show somehow understanding, then I would say then there would be more understanding for the reason behind the rule of not serving a whole restaurant menu at the reception at night.

BP (11:40):

Okay. So if I understand correctly, it's about the understanding and appreciating the issues you face.

Interviewee 3 (11:53):

Yeah. I think if they would show that they know about the issue and thought about a solution, then you could say, okay, let's live up to the solution because there is a solution and not just a rule, which is not understandable for anyone. So I would say if you try to get behind the issue and find a solution for it, then there's also coming naturally.. There is more on the standing for it.

BP (12:17):

Do you remember or do you know if you had a code of conduct or code of ethics established in your hotel?

Interviewee 3 (12:28):

I don't think it wasn't concrete code of ethics, but we had, of course some rules. We had the company culture, where some broader rules were set, like honesty and so on, just as hip words, without any further explanation. But of course there were then quiet concrete rules and SOPs you need to follow. But I don't think there was a concrete, ethical catalog with some rules...or it wasn't really available for everybody, or no one really looked at the catalog of rules with ethical issues and so on. And there was broader culture giving and then from this broad culture, there was specific rules you need to follow.

BP (13:19):

Okay. How did those established rules influence you?

Interviewee 3 (13:28):

I would say in the beginning, a bit more than in the end, because if you start your apprenticeship, you're pretty new to any working environment. And then you learn the rules by heart and try to follow them on every day. If you get to know the environment a bit more, and if you see that there's, for example some rules, no one really lives up to then you find your way where you said, okay, this rule was maybe not.. they once set it, but they don't really are too strict on the consequences if you don't keep up to it. Some rules were just set in the beginning and there were no consequences if you break the rules. For example in the hotel they said relationships are not allowed among colleagues. So that doesn't really make sense to me and it doesn't work out in the end. That was a rule nearly everybody broke it in a way or a lot of people had relationships, even some were married and had children together. So it was like, there was this rule and everybody knew that if you break the rule, there won't be any consequences or whatever. So if you get used to the environment and see that some rule breakings are



just without consequences, then you might break them as well. But in the beginning, if you see the catalog of rules, you learn them by heart, and then you try to follow up to that. But after three years, you know where you maybe be can just break it without any consequence or anyone mad about it.

BP (15:13):

Okay. Interesting. A very good story actually. What would you need from a company in order to behave according to ethical rules or not to break them?

Interviewee 3 (15:31):

I think if it's not too, but of course it needs to be in a way specific, but we really have 10 pages of rules. And I would say half of it is not understandable. So if they give a broader ethical direction where they want to go or things they don't want to see, then you can maybe more get it as part of a company's culture, that you say, we have to stick to these rules and go in that direction and your managers and supervisors they live that culture and they show how to behave. But if you really have a very specific catalogue, like kind of law like then it's a bit too much. And if you really want to follow everything then that's quite difficult sometimes and you always have to think about this catalogue, but if you get more broader direction where the company wants to head to, or what's the culture, and what's the reason behind all the rules, then you can. For me, it would be easier to stick to the rules then, be part of the company and behave as the managers want me to.

BP (16:47):

Okay. And it is important for you that the people above you or superior to you are role models.

Interviewee 3 (16:57):

Yes. I think so. If everybody breaks the rules kind of in the end, it will be your managers duty to also punish you, if you break the rules and if he always breaks the rule or she, then they don't have a reason to punish you for that if they break the rules themselves. So if you see that everybody follows the rules, especially the supervisors, then it's way easier to live up to them yourself.

BP (17:32):

Okay. Out of curiosity, because you have experienced the management side as well, right..when you were in the ramen restaurant... Can you tell me the difference from the hotel perspective and the restaurant perspective have experienced?

Interviewee 3 (17:51):

The biggest difference I would say is it's the size of the company and coming with that the rules that were set, at the XXX, it was part of, first XXX and XXX. So we have the corporate rules and you have the brand rules with SOPs and you have the property rules ...You have quite a long list of rules you have to follow and in the ramen restaurant, we came there, it was quite a new concept there were not a lot of rules or anything. We thought,, it's, it's running smoothly. We have a team of five full-time and 10 part-time employees and we were.. it was a small team where you could oversee the whole story. So there was no need for a strict rule catalogue or whatever. If you see a behaviour that you don't want to see, then you tell the persons directly. And you try to lead a bit more by example, because it's easier for the team to see what you are doing. If you have a small team then... I don't know how do you want to control property level if you give the



*Unethical Rule breaking in F&B service departments of five-star hotels*

rules on a corporate level. That's just not possible because you don't see any of the employees. So you have to give a catalogue of rules, but in a small team, I think it comes naturally if you work together with just your five people then everybody knows, if I don't stick to the rule we set in a way or to the procedure and if I don't contribute then the evening will be pretty stressful for the other four. Then it won't work out. That's how it worked pretty good for us because we had a very good team, so to say. Everybody was willing to contribute and was also able to help at every point. We just had one situation where we had some trouble with a part-time employee. In the end we had some interviews with her and talked a lot about the situation. She was just not really reliable. And if she said she will be there for shift and sometimes she showed up an hour later or whatever. And sometimes she just called in one hour before I don't feel too good today. And if you have a service team of three people and one calls in sick one hour before shift, then the other two have a problem. And everybody was aware of the situation that one single person really is very important in such small team, beside the one person in our team. And then, in the end, she left the team because of other things as well, but it was quite difficult to show her the importance of her job or her tasks. And I think everybody else was pretty aware of the importance and if you take it serious and if you know that without you, the evening will not run as smoothly as it should be, then it comes naturally that you do your best to contribute. But we said that we don't want to set any standards or rules or whatever. So everybody was doing a bit of a different kind of service that was not as aligned as at the hotel, but it still was.. In the end a very smooth and good running service.

BP (21:22):

What I've heard a lot now, when you were talking was also again, the importance of the team or the trust based on what you had in the team or didn't have with that one person.

Interviewee 3 (21:38):

Yeah, yeah. Yeah.

BP (21:41):

That's quite interesting actually. In your opinion, what is the most important factor for you to behave ethically or to limit your own rule-breaking?

Interviewee 3 (21:59):

I think it starts with own values as the base for sticking to rules, especially when it comes to ethical rules. Then there's the company's culture where you say everybody lives up to it and so on. If everybody in the team sticks to the rule, then you will do it as well. That counts especially for managers and supervisors. So if everybody in the team sticks to the rule, you will do it most likely as well, or that's for me, at least... I will stick to the rules if my colleagues do it, but I think the colleagues are most likely sticking or behaving according to the ethical rules, if the managers and supervisors show an example of how they would like to see the behavior. And, then I think it comes kind of naturally if the whole environment is sticking to rules that you, as a new part, or even if you're already there a bit longer, that you will behave in the same way as your colleagues are doing and then also stick to rules.

BP (23:13):

Okay. Thank you. Out of curiosity, you just mentioned that it starts with your own values, your own personal values. Have you ever experienced a situation where you

broke your own values in order to deliver the service you needed or to be up to the expectations?

Interviewee 3 (23:36):

No, I don't think so. I don't think that I broke my values during.. no, not really.

BP (23:43):

I think that is very brave.

Interviewee 3 (23:47):

Yes. That leads to situation where you have to speak up to people maybe you wouldn't speak up or it's not too comfortable to speak up to. Especially at the reception we had some things where I really disagreed with what the managers were asking me for. And it's not really F&B related, but for example, selling a room which is a lower category as book, but you don't tell the guests. That's just, no, that's not honest and that's not according to my values or whatever, but then I would rather tell the guests, Hey, we overbooked us in your book category. So I'm really sorry. I have to give you a low category. But therefore, you find another solution with a discount or an invitation in your restaurant, whatever, there's always a way. And I think on the long-term, you're always ...the solution is always better if you are honest, even though you made a mistake. Then stand up for it and it will turn out way better than if you've try to find a solution that is not according to your own and the company's values.

BP (24:55):

Okay. Interesting, nice story. Or actually not a really nice story. It's actually a super bad for the guest if your manager would have pulled that through. Do you want me to know anything about your experience or anything you say okay, that is very important to take that into consideration or Birgit really has to know that?

Interviewee 3 (25:24):

I think I told you most of the ethical rule breakings and so on. **One thing I think is very important, especially if you talk to other colleagues from F&B related departments, always is the tips story, because there are always rumors that someone has more than they were supposed to.** And I have luckily not experienced any fraud at this point. I think transparency is there very important and in the hotel, as well as the restaurant later, we always made a list with what came in and who get what, so it was transparent for everybody to see. **And I think that's often an ethical issue in hospitality and especially in F&B, but as for most of the issues, transparency will just be the easiest way to avoid problems with that before.** So I think that's an issue I've heard a lot, that tip is not divided equally. And I think that's very often, I think that can be considered

BP (26:40):

Who would be in charge of that? Or where does the responsibility lie in that issue?

Speaker 2 (26:46):

**In the hotel, the restaurant manager always divided the tip and always did the lists with who gets what and how much came in in total.** And if you have the feeling of this transparency then you are... I think that that was the case for everybody in the hotel... Everybody was okay. I know how much came in and I know where it's going, so why

would I take something for myself if I know that I will get the part and if I'm not there on Sunday, I will still get my part because I've worked over the rest of the week. And then you know, that everybody contributes to the total tip amount and that everybody gets its part back. So if you know where it's coming from and where it's going, then I think it's more, or it's easier to be honest with it.

BP (27:42):

In this case it was the manager who displayed that transparency? Not the coworkers?

Interviewee 3 (27:50):

It was just the managers who were collecting all the tip and then handing it back out by the end of the week and the manager displayed it. In the ramen restaurant later, we always had a list where everybody could look into who get for which day how much tip and how much came in in total. And I think.. Of course you never know in detail, but we were quite sure that everybody was honest with it and never took anything for him or herself.

BP (28:22):

Okay, great. That's super nice actually. It is so good if managers do that and behave correctly. For me personally, that is a role model then if transparent. That's cool. Great. Well, thank you. I got a lot of very interesting information. Thank you so much for sharing all your experience with me. Just for you to know, what I'm going to do with the information you give me. As already mentioned, I'm not going to publish your name or any personal details. However, I'm going to use information to identify some root causes in order to get to an advisory report for an ethical braking. And if at any point you want to withdraw your participation, then just text me. I mean we are connected in any channel anyway. And if have question, you can let me know. And also if you have any other information or any input you want to give me, you can just reach out to me. Great. Do you have any questions for me now?

Interviewee 3 (29:48):

No. Thank you very much for the interview. And I think all the questions came clear. I hope I could answer some of yours as well.

BP (30:00):

Yeah, you did a lot. Perfect. Well, thank you. Merry Christmas.

Interviewee 3 (30:09):

Thank you.

BP (30:09):

See you soon

## **App 6.4: Interview 4 German**

00:00:05

*BP:* Guten Abend, Wie geht es dir?

00:00:12

*Interviewee 4:* Guten Abend. Danke, sehr gut. Jetzt paar Tage vor Weihnachten doch auch relativ entspannt. Ich hoffe ebenso.

00:00:21

*BP:* Ja, hast du denn Pläne für Weihnachten?

00:00:26

*Interviewee 4:* Eigentlich nicht. Ganz gemütlich mit der Familie, geht ja auch momentan kaum was anderes deswegen nichts Besonderes.

00:00:34

*BP:* Ja, die Corona Regeln in Deutschland sind ja strenger wie in anderen Ländern, glaub ich, oder?

00:00:41

*Interviewee 4:* Ja. Also wir müssen auf jeden Fall tatsächlich uns an strikte Regeln halten und ich glaube, bei euch in Holland ist das nicht ganz so schlimm oder nicht ganz so streng, aber es muss halt sein.

00:01:00

*BP:* Ja, wir hoffen, dass das bald wieder vorbei ist, damit auch die Gastronomie wieder weitermachen kann, nach vorne schauen kann genau. Dankeschön, dass du dir die Zeit genommen hast, mit mir ein Interview zu führen. Nur damit du weißt was du erwarten kannst in den nächsten paar Minuten. Ich möchte gerne mit dir über das ethnische Verhalten im F&B Service sprechen. Das Interview selber ist natürlich anonym, das heißt die ganze Information, die du mir gibst, wird vertraulich behandelt. Und solltest du dich in irgendeiner Weise unwohl fühlen oder irgendetwas nicht beantworten, dann einfach Bescheid geben. Du musst nichts gezwungen...

00:01:58

*Interviewee 4:* Ich muss auf nichts antworten, was ich nicht möchte.

00:02:00

*BP:* Genau, perfekt. Wenn irgendetwas unklar ist, einfach bitte Bescheid gegeben Und ja, hast du deine Fragen dazu?

00:02:11

*Interviewee 4:* Bis jetzt nicht.

00:02:13

*BP:* Perfekt. Dann würde ich dich bitten, dass du mir generell einfach deinen Hintergrund oder deine F&B Hotellerie Geschichte kurz erzählst.

00:02:27

*Interviewee 4:* Ja, gerne. Ich habe in Bayern Abitur gemacht und habe dann nach einem Jahr Vacance mein Hotel Fachausbildung angefangen. Damals in XXX im XXX mit Schwerpunkt F&B. Habe dort auch in eigentlich jedem Restaurant schon Erfahrungen gesammelt auch in unserem Sterne Restaurant arbeiten dürfen und habe mich aufgrund der Erfahrungen dann entschieden auch in der Sterne Gastronomie erst einmal zu bleiben und bin ziemlich direkt nach der Ausbildung nach Zürich ins XXX und nach dem halben Jahr dort habe ich dann das Wirtschaftswissenschaften Studium angefangen in Konstanz.

00:03:09

*BP:* Okay, perfekt. Was war denn der Grund für dich, dass du die Gastronomie verlässt?

00:03:20

*Interviewee 4:* Es ist eine sehr anspruchsvolle Branche und gerade in der Spitzengastronomie geht man sowohl emotional, also psychisch als auch körperlich an seine Grenzen. Und ich habe vor allem in den letzten Monaten, bevor ich dann aufgehört habe, eben gemerkt, dass ich dieser Herausforderung nicht gewachsen bin und das ich auch unter dem Druck nicht arbeiten möchte. Und hab für mich dann die Konsequenz gezogen aufzuhören.

00:03:54

*BP:* Das ist natürlich verständlich. Könntest du mir denn beschreiben, in deinen eigenen Worten, wie dieser Druck zustande kommt oder was der Druck beinhaltet?

00:04:09

*Interviewee 4:* Ja. Also ganz formal. Es ist einfach eine wahnsinnig anspruchsvolle Arbeit. Wir müssen...Ich vergleiche es immer mit einer Kunst, die wir vertreten. So wie man ins Museum geht und sich ein Bild anschaut, ist eben auch gerade die Sterne Gastronomie zu verstehen und diese Kunst jeden Tag zu liefern, sowohl in der Küche als auch im Service, ist sowieso schon wahnsinnig anspruchsvoll und anstrengend, auf so einem hohen Niveau immer zu arbeiten. Und wenn dann das Team nicht stimmt und die Atmosphäre im Team nicht stimmt und man seinen Mitarbeiterinnen und vor allem Vorgesetzten nicht unbedingt vertrauen kann, dann ist man irgendwann nicht mehr bereit, diesen Druck standzuhalten oder kann ihnen auch nicht mehr standhalten. Und wenn man einfach nicht unterstützt wird von seinen Mitarbeitern und Vorgesetzten, dann kann man den Druck wie gesagt nicht mehr standhalten. Dann ist es einfach schwierig, das zu katalysieren.

00:05:18

*BP:* Okay, dass ist auch wieder sehr verständlich. Du meinst, dass es sehr wichtig für dich oder wichtig um diesen Druck stand zu halten, dass man unterstützt und Unterstützung von den Mitarbeitern oder Kollegen bekommt und vom Manager. Was brauchst du denn von deinen Mitarbeitern, um dich unterstützt zu fühlen?

00:05:47

*Interviewee 4:* Zu allererst würde ich sagen, Anerkennung in dem, was ich tue. Das ist ganz wichtig als Grundlage dafür, dass man sich auch weiterentwickeln kann. Wenn immer nur negative Kritik kommt... Irgendwann verliert man dann die Motivation. Ich glaube, auch positive Kritik ist sehr wichtig. Das geht oft unter. Dann auch die Challenge.... Mir fallen immer nur die englischen Wörter ein, entschuldige...

00:06:18

*BP:* Du kannst auch gerne Englisch reden.

00:06:20

*Interviewee 4:* Nein alles gut. Eben sich sich weiterzuentwickeln, dass man Aufgaben bekommt, denen man gewachsen ist und diese Aufgaben aber auch dann eigenverantwortlich umsetzen darf. Und dann wiederum sowohl positives als auch negatives Feedback bekommt ...Das ist jetzt so von den Vorgesetzten die Perspektive. Von den Kollegen einfach auch gegenseitige Unterstützung. Dass man immer sich positiv versucht zu motivieren, auch wenn es mal schwierig ist, dass man auch aufrichtig einander gegenüber ist, sich nicht in den Rücken fällt. Genau, das sind so die Dinge, die ich bräuchte, um Freude an der Arbeit zu haben und dann eben auch mit dem Druck besser umgehen zu können.

00:07:13

*BP:* Okay, ja. Das kann ich mir sehr gut vorstellen, dass man das alles braucht. Du meinst gerade, dass Kollegen dir nicht in den Rücken fallen sollen. Hast du denn ein Beispiel, wie das passieren kann? Oder wie zeichnet sich das ab, wenn dir ein Kollege in den Rücken fällt?

00:07:41

*Interviewee 4:* Ich glaube auch das geht tatsächlich schon von der Führung aus. Also wenn man das Gefühl hat, man selber muss sich vor der Führungskraft beweisen, tut man das oft auf Kosten der Kollegen. Wenn die Atmosphäre nicht stimmt und das kann dann einfach auch.. Ein ganz einfaches Beispiel wäre, man selber macht ein Fehler und schiebt ihn dem anderen in die Schuhe vor dem Vorgesetzten oder man verpetzt die Kollegen. Man stärkt sich nicht gegenseitig den Rücken. Man steht nicht füreinander ein und ist auch nicht bereit, die Fehler irgendwie von anderen mal mit zu vertreten. Das ist für mich so in den Rücken fallen bzw. einfach unkollegiales Verhalten.

00:08:32

*BP:* Ja, unkollegial kollegiales Verhalten ist natürlich auch nicht gut für die ganze Atmosphäre der im Team. Wenn es um das Brechen von Regeln geht in deinem F&B service team... Hast du denn jemals schon Regeln bewusst für deine Mit-Kollegen gebrochen?

00:09:03

*Interviewee 4:* Ja. Soll ich das noch weiter ausführen?

00:09:09

*BP:* Kannst du mir ein Beispiel dafür geben?

00:09:11

*Interviewee 4:* Ja, also ein ganz einfaches Beispiel auch wieder, dass wenn man keine Ahnung gesagt bekommt, nur 10 Stunden arbeiten und dann ist Schluss, egal ob die anderen schon fertig sind, wenn ich meine Zeit überschritten habe, die ich arbeiten darf am Tag, dann ist Schluss für mich und das würde für mich bedeuten, ich muss meine Kollegen, die vielleicht noch Arbeit haben, im Stich lassen, mehr oder weniger, und das habe ich tatsächlich dann auch ab und zu missachtet und gesagt "Nee, Leute, kommt, wir packen noch zusammen mit an", dann arbeite ich zwar vielleicht eine halbe Stunde länger, aber dann ist die Arbeit getan und ihr müsst nicht noch eine Stunde hier sitzen oder stehen und es machen.

00:09:59

*BP:* Das ist ja ein sehr kollegiales Verhalten. Das können deine Kollegen ja sehr schätzen dann.

00:10:08

*Interviewee 4:* Ja, aber das klappt eben nur, wenn man den Kollegen.. wenn man ihnen vertraut, wenn man eine guter Team Atmosphäre hat, dann macht man das auch. Und wenn das eben nicht ist, dann bricht man halt die Regeln vielleicht auf negative Art und Weise.

00:10:23

*BP:* Hast du denn dafür ein Beispiel?

00:10:29

*Interviewee 4:* Das ist schwierig. Ja, man könnte das Beispiel auch andersrum drehen, dass man halt selber... Das hab ich selber nicht gemacht, aber dass man zum Beispiel sagt Okay, ich mach früher Feierabend, auch wenn meine Mitarbeiter noch was zu tun haben, aber ich hab jetzt Lust nach Hause zu gehen, weil meine Mitarbeiter sind mir eigentlich mehr oder weniger egal, und geh früher als ich sollte nach Hause.

00:10:58

*BP:* Ja. Wie würdest du denn da die Wichtigkeit von deiner inter-personellen Beziehung zu deinen Kollegen..Also inwiefern beeinflusst denn die Qualität deiner Beziehung zu deinem Kollegen, dein Verhalten?

00:11:29

*Interviewee 4:* Schon sehr stark, würde ich sagen, denn wenn ich mich mit meinen Kollegen und Mitarbeitern verstehe, auch vielleicht privat mich gut mit ihnen verstehe und wie ein respektvolles Miteinander umgehen haben, dann bin ich.. ja, das ist schwierig... Dann bin ich mehr bereit, auf positive Art und Weise die Regeln zu brechen als irgendwie auf Kosten meiner Kollegen.

00:11:57

*BP:* Okay...

00:12:00

*Interviewee 4:* Also dann breche ich sie lieber für meine Kollegen als gegen meine Kollegen quasi.

00:12:04

*BP:* Ja. Also umso besser du dich verstehst, umso mehr hilfst du denen oder?

00:12:12

*Interviewee 4:* Ja, unterstützt man sich einfach.

00:12:16

*BP:* Du meinst ja vorhin schon, dass der Manager in deiner Sicht eine sehr große Rolle spielt. Was wäre denn für dich ein ethisch korrekter Manager oder was wären die Charakterzüge eines Managers die es braucht, damit du auch ethisch korrekt arbeiten kannst?

00:12:44

*Interviewee 4:* Also in allererster Linie sollte ein Manager Vorbild sein.. natürlich positiv Vorbild. Aber er kann auch negativ Vorbild sein, wenn er es gut reflektieren würde. Das heißt also, jeder Mensch hat Stärken und Schwächen und manche...Das ist schwierig... Manche Charakterzüge sind ja in einem extremen Ausmaß, meistens sind sie dann schlecht. Also wenn ich super ehrgeizig bin zum Beispiel. Ehrgeiz ist ja grundsätzlich erst einmal ein guter Charakterzug und eine gute Eigenschaft, aber wenn ich zu ehrgeizig bin, dann stehe ich mir damit wieder im Weg oder auch den anderen. Dann werde ich zu fordernd, habe unrealistische Ziele, die ich mir setze und das wird dann wieder zu einem negativen Charakterzug. Man kann jeden Faktor oder jeden Charakter in diese Extreme ziehen und die Extremen sind nicht gut als Führungskraft. Das heißt, man muss immer reflektiert schauen, dass man immer ein gutes Maß findet und aus diesen Extremen rauskommt und das sind so emotionale Störfaktoren dann, die man an sich selber immer wieder beobachten muss und dann gegensteuern muss als reflektierte Führungskraft.

00:14:12

*BP:* Okay, also wenn ich das richtig verstanden habe sind es weniger fixe Charaktereigenschaften, aber mehr dieses konstante Reflektieren von dem was man macht.

00:14:26

*Interviewee 4:* Genau. Natürlich gibt es auch Charaktereigenschaften, wo man grundsätzlich sagen kann, das wäre gut, wenn es eine Führungskraft hat. Zum Beispiel, Ruhe bewahren in stressigen Situationen. Dann Vorbild sein im Sinne von Ich arbeite mit, Ich übernehme auch Aufgaben, Ich versuche mein Team zu unterstützen, auch wenn es vielleicht unter meinen Fähigkeiten liegt oder ich mich zu gut dafür fühle. Man sollte eben trotzdem sagen "Okay, ich bin für meine Mitarbeiter da". Es ist auch Selbstbewusstsein,

was die Führungskraft haben sollte und wenn Unsicherheiten da sind, dass man einfach gut damit umgehen kann. Respekt gegenüber sich selber, aber auch natürlich gegenüber den Mitarbeitern. Solche Charakterzüge sollte man natürlich als gute Führungskraft mitbringen.

00:15:31

*BP:* Also das ist tatsächlich sehr interessant. Wenn ein Manager die Regeln bricht... Wie stehst du dazu, wenn dein Manager selber die Regeln bricht? Wie beeinflusst dich das?

00:15:51

*Interviewee 4:* Also, wenn er die Regeln bricht, um sich einen Vorteil zu verschaffen, dann ist das natürlich... löst das natürlich negative Emotionen bei mir aus, weil ich dann das Gefühl bekomme, er ist seinen Mitarbeitern sehr fern, wenn er quasi eher an sich selber und seine Karriere, seine Ziele, sein persönliches Wohlbefinden denkt als an das seiner Mitarbeiter. Wenn der Manager aber mir zugunsten die Regeln brechen würde... Angenommen, ich fühle mich an dem Tag nicht so gut und er schickt mich nach Hause und sagt Ja, du müsstest eigentlich arbeiten, aber passt schon. Oder sagt du machst eine halbe Stunde länger Pause. Und ich merke ok, er geht auf mich ein. Er merkt Okay, es geht mir nicht gut, oder er kann mich gut einschätzen und versucht mich zu unterstützen und mir zu helfen, dann ist es natürlich ein sehr positives Gefühl und dann vertraue ich meinem Vorgesetzten auch sehr viel mehr.

00:16:55

*BP:* Ok. Musstest du denn schonmal negative Konsequenzen tragen, weil du die Regeln gebrochen hast?

00:17:09

*Interviewee 4:* Weil ich die Regeln gebrochen habe? Ja. Möchtest du das Beispiel wissen?

00:17:21

*BP:* Ja, bitte.

00:17:21

*Interviewee 4:* Ja, das war auch in XXX. Es ist allgemeine Service Regel, dass wir in der Sterne Gastronomie als Service Kräfte zu zweit an einen dreier Tisch gehen, einfach, damit man gleichzeitig einsetzen kann mit den Tellern und auf Grund von Personalmangel und Zeitdruck war mir das einmal nicht möglich und ich hatte entschieden, damit das Essen und die Qualität nicht leidet, mal eben schnell selber alleine mit drei Tellern an einen Tisch zu gehen. Genau. Und daraufhin hab ich dann ein sehr unangenehmes Gespräch mit meiner Vorgesetzten führen dürfen, darüber, dass man das nicht macht und ob ich überhaupt richtig in den Job sei. Wobei ich sie ja vorher noch um Hilfe gebeten hatte.

00:18:19

*BP:* Okay und die Hilfe hast du dann nicht bekommen...

00:18:23

*Interviewee 4:* Die Hilfe hatte ich nicht bekommen und deswegen hatte ich mich dann eben entschieden, diese Regel zu brechen zugunsten des Essens, der Qualität des Essens und durfte danach wie gesagt die Konsequenzen tragen.

00:18:40

*BP:* Das ist natürlich sehr unerfreulich, wenn so etwas passiert. Denkst du denn, dass deine Managerin Regeln für dich brechen würde?

00:18:54

*Interviewee 4:* Diese eine nicht. Ich glaube, im Gegenteil, sie hätte sich immer positiv darstellen wollen, auch auf Kosten ihrer Mitarbeiter und Kollegen.



00:19:11

*BP:* Okay, als zu Du meinst das diese Managerin mehr für sich rausholen wollte wie für das Team selber.

00:19:21

*Interviewee 4:* Ja

00:19:21

*BP:* Hat das dich und deine Mitarbeiter beeinflusst?

00:19:31

*Interviewee 4:* Ja, natürlich war die Stimmung im Team dann dadurch einfach angespannt, immer, weil man immer das Gefühl hatte, wenn man es ihr jetzt nicht recht macht, dann hast du daraus nachher nur noch einen größeren Nachteil. Also hat man natürlich versucht, der Vorgesetzten alles recht zu machen, was dann manchmal auch auf Kosten der Team Atmosphäre ging. Generell hatte man einfach keine Freude an der Arbeit, wenn man, wenn man eher immer negativ Kritik bekommt und man sich im Prinzip soviel bemühen kann wie man will, aber einfach die Anerkennung ausblieb.

00:20:19

*BP:* Du meinst gerade, es hat negative Konsequenzen auf das Klima im Team, wenn ich das richtig verstanden habe. Könntest du mir ein Beispiel geben, wie sich das dann ausgewirkt hat?

00:20:36

*Interviewee 4:* Ich muss kurz nachdenken. Ja, also was mir aufgefallen ist, ist, dass es oft diese ich nenne sie mal... Krisengespräch gab wo man zu zweit oder zu dritt.. umgangssprachlich irgendwie gelästert hat übereinander, über die anderen, die eben gerade nicht da waren. Es war viel Gerede hinter dem Rücken der anderen Personen. Und es war sehr viel negatives Gerede. Und dadurch war dann natürlich auch einfach der Umgang untereinander total angespannt, weil du immer das Gefühl hattest Oh je, wenn ich jetzt was Falsches sagt, dann wird es gleich hinter meinem Rücken breitgetreten.

00:21:28

*BP:* Okay. Das heißt, es war auch im Team nicht das Vertrauen da, was du dir gewünscht hätte?

00:21:37

*Interviewee 4:* Nein, absolut nicht. Also natürlich hat man seine ein, zwei Kollegen, mit denen man sich einfach gut versteht und wo das privat auch einfach stimmt und man auch noch befreundet ist. Da ist natürlich das Vertrauen da und das Grundvertrauen auf jeden Fall. Aber es gab halt eben auch immer wieder Situationen, wo man ins Office gekommen ist und plötzlich war es still. Du hast es ganz genau, die beiden haben gerade über mich oder über meine Freunde geredet und dann vertraust du einfach nicht mehr allen zu hundert Prozent, was du sagst und wie du untereinander kommunizierst.

00:22:18

*BP:* Ja, das ist natürlich schade, wenn das Vertrauen fehlt in einem Team. Das soll natürlich nicht so sein. Wenn wir zurück auf das Thema Regeln brechen oder unethisches Verhalten gehen. Wie glaubst du denn, hat dieses schlechte Team Klima das beeinflusst?

00:22:42

*Interviewee 4:* Also du meinst inwiefern das Team Klima daran schuld war, dass man irgendwie irgendwelche Regeln gebrochen hat?

00:22:51

*BP:* Ja, oder... vielleicht... Du hattest ja auch vorher schon Erfahrung. Vielleicht hast du

auch erfahren, dass du Regeln mehr gebrochen hast, wenn du dich gut verstanden hast mit deinem Team.

00:23:05

*Interviewee 4:* Ich glaube, den letzten Fall, den du gesagt hast, der tritt glaub ich selten ein. Ich glaube, wenn man sich gut mit seinem Team versteht und auch gut mit seinen Vorgesetzten umgeht oder die mit einem, also einfach ein respektvolles Miteinander hat, dann bricht man Regeln nur im Notfall und überlegt es sich öfters da irgendwie eine Regel zu brechen. Wenn man jetzt aber sowieso kein Vertrauen in seine Kollegen und Vorgesetzten hat und wenn man sowieso eigentlich diese Person nicht wirklich mag oder die Unsicherheit hat, inwiefern da Vertrauen da ist oder sich nicht sicher sein kann und der Respekt auch fehlt.... Dann ist man natürlich mehr geneigt dazu mal zu sagen Ach, kommen, passt schon so, oder Ach komm, jetzt lassen wir das mal sein, oder Ich hab eh keine Lust, ich geh nach Hause oder what ever. Dann halt die Grenzen zumindest weiter auszulegen, als man sollte.

00:24:21

*BP:* Ja, das ist tatsächlich sehr interessant. Hattest du denn jemals einen Fall, wo du bewusst Regeln gebrochen hast um weiterzukommen oder um eine Belohnung von deinem Manager zu bekommen Oder von der Firma in generell?

00:24:44

*Interviewee 4:* Tatsächlich muss ich das glaube ich verneinen. Zumindest fällt mir da jetzt spontan nichts ein. Korrigiert mich, wenn dir was einfällt, aber ich glaube, ich persönlich bin jemand, der sehr Regel treu ist und ich versuche, wenn ich mich besser stellen möchte, in irgendeiner Weise, dann durch meine Leistung und nicht dadurch, dass ich irgendwie versuche, irgendwelche Regeln zu umgehen, damit ich nachher irgendwie besser ankomme. Aber ich kann mir vorstellen, dass man dazu neigt, wenn man keine andere Möglichkeit sieht, sich Aufmerksamkeit zu verschaffen oder eben besser zu stellen. Vielleicht, wenn ich länger unter diesen Bedingungen gearbeitet hätte, weiß ich nicht, ob ich dann mehr dazu geneigt hätte zu sagen Okay, jetzt umgehe ich diese Regel, damit ich einen Schritt weiter komme.

00:25:46

*BP:* Wenn wir zurück auf das Beispiel mit den drei Tellern kommen. Das war ganz klares Regeln brechen von deiner Seite, das hast du ja auch gerade erläutert... Wenn du sagst, du hast es wegen der Qualität vom Service und vom Essen gemacht....Korrigiere mich, wenn ich das falsch verstanden habe... dann geht es ja da auch um gute Leistung, um die Garantie von Kundenzufriedenheit. Gehört das für dich nicht dazu, Regeln zu brechen, um eine Belohnung zu bekommen, wenn die Belohnung, dann wäre irgendwann eine Beförderung, weil man immer so schnell die Kunden zufrieden stellt?

00:26:40

*Interviewee 4:* Man könnte es so interpretieren, tatsächlich. Ich habe das damals aber eigentlich mehr in dem Wissen gemacht, dass den Gästen das negativ auffallen wird, wenn ich mit drei Tellern da erscheine. Es war auch so. Tatsächlich. Die Gäste haben sich dann später bei unserer Restaurantleiterin beschwert. Ich hab das gemacht, weil ich das Essen an den Tisch bringen sollte, wollte, musste. Aber wusste eigentlich, dass das eher negativ auffällt, wenn es auffällt.

00:27:19

*Interviewee 4:* Okay. Perfekt

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00:00:06

*BP:* Okay, perfekt. Gut zu wissen. Ich habe noch ein anderes Beispiel, wo ich gerne deine Meinung dazu haben möchte. Sagen wir, es gibt Wine Pairing in deinem F&B Outlet und der Wein ist leer. Das ist ein Rotwein aus Australien und du müsstest vielleicht sogar das

Haus verlassen, um zum Weinkeller zu kommen, um das zu holen und wenn du aber einfach heimlich einen anderen Wein einschenken würdest und den verkaufen würdest beim Wein Pairing... Das ist ein klarer Fall vom Regeln brechen. Wie würdest du denn das Kategorisieren, wenn wir über das reden, ob man Regeln bricht, damit man irgendwann eine Belohnung bekommt?

00:01:09

*Interviewee 4:* Ja, also ich finde es schwierig. Natürlich ist es dann zu seinem eigenen Vorteil. Es ist einfach einfacher, den Gast zu belügen. Man setzt dann auch eine Unwissenheit des Gastes voraus, die ja meistens auch gegeben ist Und das ist... Das wäre für mich ein No go, tatsächlich. Auch wenn ich dann dadurch vielleicht irgendwie total toll überkomme, weil ich das Problem so schnell gelöst habe. Aber dann den Gast irgendwie zu belügen, das ist für mich moralisch nicht vertretbar, wäre aber vielleicht für einige, um es einfacher zu haben, ist es dann schon gang und gäbe.

00:02:07

*BP:* Einfach weil ich neugierig bin. Wenn das no go ist für dich, wie würdest du denn das handhaben diese Situation, wenn du siehst, dass dein Kollege oder sogar dein Manager das machen würde?

00:02:21

*Interviewee 4:* Ich würde es auf jeden Fall hinterfragen. Also gerade bei dem Kollegen würde ich sagen Was machst du da? Aber ich glaube, bei einem mir übergestellten Mitarbeiter, Kollegen würde ich mich nicht mehr trauen, das tatsächlich zu thematisieren. Vielleicht einmal ansprechen, aber letztendlich würde ich sagen Okay, das ist die Entscheidung dann von dieser einen Person und nicht meine und ich würde mich wahrscheinlich nicht einmischen.

00:03:00

*BP:* Okay, und warum würdest du dich beim Manager nicht einmischen?

00:03:06

*Interviewee 4:* Weil die meisten Führungskräfte in dieser Branche einfach extrem viel Macht haben und dich halt..... Das klingt jetzt hart, aber dich schnell bestrafen können für etwas, was du aus seiner Sicht falsch machst oder einfach störend ist. Und davor hätte ich zu viel Respekt, glaube ich, dass ich dann Konsequenzen tragen muss, die nicht sein müssten, für mich.

00:03:40

*BP:* Okay. Also ist das Selbstschutz? Wenn ich das richtig verstanden habe...

00:03:47

*Interviewee 4:* Ja!

00:03:50

*BP:* Okay. Wow jetzt habe ich so viele neue Fragen....Selbstschutz... Gehen wir von diesem Punkt weiter, ich komme dann nochmal darauf zurück auf deine Aussage, tatsächlich. Was würdest du denn brauchen von einer Firma oder von einem Unternehmen, dass du dich nicht selbst stützen musst, oder dass du dich so sicher fühlst, dass du weißt, du kannst immer genau ethisch korrekt handeln, wie du möchtest?

00:04:24

*Interviewee 4:* Ich glaube, man bräuchte einen reflektierten und reflektierenden Ansprechpartner. Das heißt, ich bräuchte jemanden aus dem Management, aus dem Personal, der vielleicht so ein bisschen diese Mentoren Rolle einnimmt und mit dem ich solche ethischen Fragen ansprechen kann, ohne gleich eine persönliche Wertung zu bekommen. Und ich müsste wissen, dass auch mit meine Vorgesetzten oder die Führungskräfte in der Hinsicht geschult werden, zu unterscheiden zwischen der Person

des Mitarbeiters und den Aufgaben und Fähigkeiten und dem Job... Dass man eben auch Dinge ansprechen kann, auch Kritik üben darf, auch am Vorgesetzten und der eben nicht gleich persönlich beleidigt ist und irgendwie sagt Die blöde Kuh, die hat mich kritisiert und jetzt darf sie keine Ahnung was machen, sondern dass man dann sagt Okay, Man kann einfach offen sprechen. Das Unternehmen und die Vorgesetzten geben mir das Gefühl, Dinge offen ansprechen zu können.

00:05:44

BP: Okay. Und du meinst, die müssen dafür auch geschult sein?

00:05:50

*Interviewee 4:* Müssen nicht. Es gibt bestimmt auch Menschen, die das total intuitiv total richtig machen. Aber ich glaube einfach, eine Sensibilität dafür bekommt man durch Schulungen und Übungen und Trainings. Man bekommt auch ein paar Verhaltenstipps und Anleitungen mitgegeben, die man dann in so einem Kritikgespräch vielleicht anwenden kann und die dann einfach auch dem Mitarbeiter das Gefühl geben können, Okay, ich bin mir sicher mit meiner meiner Aussage

00:06:20

BP: Okay, das ist natürlich sehr interessant. Weißt du was ein Code of Conduct ist oder Ethik Code?

00:06:32

*Interviewee 4:* Nein, ich kann es mir vorstellen, aber ich weiß es nicht.

00:06:35

BP: Ja, also das ist ein Dokument, ein geschriebenes von Firmen wo sie einfach das ethische Verhalten von deren Mitarbeitern festlegen oder Marriott ist ein bekanntes Beispiel, auch Hilton und große Hotelketten, die haben da drinstehen, dass sie natürlich gegen Rassismus sind. Ganz klar steht da drinnen, dass sie rassistisches Verhalten nicht akzeptieren oder wie sie mit ihren Lieferanten umgehen oder ganz oft das Wort Transparenz und Kommunikation da drinnen gelesen. Wenn du sagst du weißt nicht, was ein Code of Ethik ist... Weißt du denn, ob deine zwei Arbeitsstellen einen Code of Ethics hatten oder ein Verhaltensbuch oder....

00:07:32

*Interviewee 4:* Ich weiß es von von meiner Ausbildungsstelle. Wir hatten einfach Werte, hieß das bei uns.. Unternehmenswerte, die verfolgt wurden. Da waren auch so Dinge wie Transparenz genannt. Vom XXX muss ich ehrlich sagen, so bewusst ist mir das nicht. Ich war vielleicht nicht lange genug im Unternehmen gearbeitet, dass mir das irgendwie klar geworden wäre. Generell kann ich dazu sagen, dass ich es gut finde, wenn es solche Kodex gibt oder Leitlinien. Wie auch immer man es nennen möchte, aber man muss sie dann auch leben im Alltag. Und ich glaube, da ist auch oft irgendwie eine Spanne zwischen "Es gibt diese Werte und wir können sie alle auswendig und wir vertreten sie auch".

00:08:33

BP: Hast du denn ein Beispiel dafür? Wenn du sagst da gibt es eine Differenz..

00:08:39

*Interviewee 4:* Ja, ein ganz konkretes Beispiel nicht. Aber aus meiner Ausbildungsstelle weiß ich, dass wir zum Beispiel wir hatten jeden Morgen ein Morgen Meeting, in dem immer einer dieser Werte vorgestellt wurde und jemand was dazu sagen sollte. Und da haben immer alle die tollsten Worte gefunden, diesen Wert zu beschreiben und vorzustellen, und so machen wir das. Und fünf Minuten später sind alle aus dem Meeting gegangen, haben die Augen verdreht und gesagt "Ja, als ob." Das ist mir dann schon aufgefallen, dass das nicht wirklich angekommen ist bei den Menschen, da wo es soll.

00:09:18

*BP:* Und was denkst du, hätte es gebraucht, dass es ankommt?

00:09:23

*Interviewee 4:* Vielleicht weniger indoktrinieren sondern mehr vorleben. Ja.

00:09:28

*BP:* Wer muss es dann vorleben?

00:09:36

*Interviewee 4:* Jeder Mitarbeiter dem anderen gegenüber. Ich glaube, da ist es gar nicht so unbedingt wichtig, dass die Person, die über gestellt ist. Natürlich müssen die Führungskräfte das als Vorbild umsetzen kann. Aber man sollte das Gefühl haben, jeder Mitarbeiter, egal welcher, steht für diese Werte dir gegenüber ein.

00:10:01

*BP:* Ok. Sehr interessant, danke

00:10:03

*Interviewee 4:* Immer gerne.

00:10:07

*BP:* Kommen wir zurück auf... Ach Gott, gib mir eine Sekunde, ich wollte dich noch was fragen. Achja, du meinstest, dass wenn du beim Manager Regeln brechen siehst, dass du nicht ansprechen möchtest, weil du denkst, dass er oder sie dafür selbst verantwortlich ist.

00:10:30

*Interviewee 4:* Ja.

00:10:30

*BP:* Wie ist es denn bei dir? Fühlst du dich denn verantwortlich oder hast du dich verantwortlich gefühlt für alle Entscheidungen, die du gemacht hast während der Arbeit?

00:10:45

*Interviewee 4:* Schwierig. Natürlich ist man irgendwie selbst verantwortlich, aber ich habe auch oft Aufgaben bekommen, die ich sag ich jetzt mal nicht für unbedingt sinnvoll erachtet habe selber. Also wo ich gesagt habe okay, warum. Und ich hab sie trotzdem gemacht. Und ich hab sie natürlich dann auch versucht, trotzdem gewissenhaft zu machen, aber ganz klar nicht, weil ich sie vertrete oder weil ich ja sage Okay, in Eigenverantwortung handeln würde ich so und so handeln oder diese und jene Aufgabe übernehmen, sondern weil sie mir aufgetragen wurde. Und dann hab ich auch nicht hinterfragt. Das heißt, da würde ich sagen, hab ich nicht eigenverantwortlich gehandelt.

00:11:29

*BP:* Und würde das auch Aufgaben inkludieren, wo du vielleicht sogar Regeln gebrochen hast?

00:11:42

*Interviewee 4:* Offizielle Regeln fällt mir jetzt kein Beispiel ein, aber jeder Mensch legt ja auch für sich ethische und moralische Regeln fest und da würde ich sagen, musste ich zumindest meine Toleranzgrenze manchmal stark erweitern, dass ich das mache, die Aufgaben übernehme oder auch so handeln damit es vielleicht ein gutes Mittelmaß ist zwischen dem, was ich für mich vertreten kann und von dem, was von mir verlangt wird.

00:12:16

*BP:* Hast du dein Beispiel dafür?

00:12:19

*Interviewee 4:* Das wusste ich, dass das jetzt kommt. Lass mich kurz überlegen. Ohje. Spontan fällt mir da jetzt echt nichts ein. Nichts, wo ich irgendwie ganz konkret sagen würde, dass das passt auf diese Situation.

00:12:44

*BP:* Ist aber kein Problem.

00:12:45

*Interviewee 4:* Vielleicht fällt es mir nachher noch ein, dann liefere ich es nach.

00:12:50

*BP:* Vielleicht fällt dir ja noch etwas ein. Genau. In dieser ganzen F&B Szene werden doch einige Regeln immer und wieder gebrochen. Und es gibt Studien dafür, die besagen, dass es sehr viel damit zu tun hat, dass Mitarbeiter nicht immer so drauf sein können, wie sie eigentlich möchten. Das heißt emotional Labour, emotionale Arbeit, wenn man eigentlich schlecht drauf ist, weil du gerade einen Streit in persönlichen Kreisen hattest oder du hattest ein Todesfall oder du bist in falschen Fuß aufgestanden und dann muss man aber trotzdem positiv dem Gast gegenüber sein. Hattest du denn solche Situationen erlebt?

00:14:15

*Interviewee 4:* Also ich kenne das sehr gut, dass immer dieses typische Lächeln und sehr gerne sagen. Auch wenn man gerade irgendwie ganz woanders ist oder sein möchte und sich denkt, Ja, ganz ehrlich. Du kannst mich mal.. Entschuldigung, dass ich das so sage, aber ich denke, dass kennt jeder in unserem Job, dass man einfach ja mal schlechte Tage hat, persönlich schlechte Tage und trotzdem gute Miene zum schwierigen Spiel machen muss. Solche Situationen kenne ich sehr gut. Allerdings habe ich immer versucht und natürlich nicht immer geschafft, meine persönlichen Bedürfnisse hinten anzustellen, sobald ich das Hotel betrete. Ich würde von mir selber nicht behaupten, dass ich irgendwie.... weil ich irgendwie meinen Gästen oder auch meinen Mitarbeitern gegenüber etwas vorspielen musste im Sinne von fröhlich tun, dass ich dadurch irgendwie tendiert habe ethische Regeln zu brechen, aber ich glaube, wenn man jetzt ständig, immer wieder im Prinzip nicht seine persönlichen Emotionen rauslassen darf und da immer so Selbstkontrolle haben muss, dass das auf Dauer auf jeden Fall ein Stressfaktor ist, der dann auch zu unethischen Verhalten führen kann.

00:15:49

*BP:* Was wäre denn da für eine Lösung damit es gar nichts so weit kommt zu diesem Stressfaktor?

00:15:59

*Interviewee 4:* Ich glaube ein Gastronomie oder auch Hotellerie Betrieb sollte sich mehr für den persönlichen Ausgleich einsetzen im Sinne von einfach Möglichkeiten und Raum bieten zum Austausch, zum persönlichen Austausch der Kollegen untereinander. Vielleicht Sport Programme anbieten und das auch aktiv, also nicht einfach nur sagen, den Fitnessraum darfst du dienstags abends benutzen, viel Spaß. Sondern halt sagen Okay, wir machen keine Ahnung... Kickboxen bieten wir an, einmal für die Mitarbeiter einmal die Woche wer möchte oder gemeinsame Team Ausflüge mehr versuchen zu unternehmen. Einfach, dass die Mitarbeiter Ausgleich und Raum für die Persönlichkeit bekommen, die eigene.

00:17:04

*BP:* Okay, da ist sehr interessant. Jetzt hast du gerade wieder gemeint, Team Ausflüge, da sind wir wieder bei dem Thema wie sehr das Klima im Team einen Einfluss hat auf die persönliche Arbeit oder das persönliche Wohlbefinden im Service von 5-Sterne-Hotels.... Sorry, ich brauch eine Sekunde bitte. ... Du hast mir schon ein Beispiel erzählt, dass du in deinem letzten Arbeitsplatz in XXX nicht so ein gutes Team hattest, aber vielleicht fällt

dir noch ein bisschen mehr dazu ein.... Wie hast du denn schlechte Aufeinandertreffen im Team gelöst? Vielleicht nicht nur in XXX, sondern auch in deiner ersten Arbeitsstelle im F&B Department...

00:18:31

*Interviewee 4:* Jetzt auf das XXX Team zurückzukommen, würde ich sagen, wirklich gelöst wurden da die Probleme nie. Ich persönlich hab dann einfach meistens versucht, die Situation zu wechseln. Das heißt, wenn mir eine Situation unangenehm wurde, bin ich einfach gegangen. In dem Sinne, dass ich mir eine andere Aufgabe gesucht habe. Das ging auch sehr gut, weil wir hatten immer sehr viele Aufgaben zu erledigen, in der ich dann einfach sagen konnte Okay, ich bin jetzt mal kurz Teller holen oder so und hab versucht, einfach den Konfliktsituationen so zu entfliehen, wann immer ich mich unwohl gefühlt habe. Oder ich bin eben zu der einzigen vertrauten Person dort gegangen und hab mir mein Herz ausgeschüttet, aber so richtig kollektiv im Team kollegial gelöst haben wir solche Konfliktsituationen oder auch einfach unerschwellige Abneigung haben wir nie besprochen oder versucht in Angriff zu nehmen. Das war einfach so, man hat sich dann halt nicht verstanden und es war irgendwie einfach doof, aber man hat es nicht irgendwie versucht zu lösen. Davor gab es schon auch öfters Situationen, die auch im Team schwierig waren, wo man dann versucht hat, das anzusprechen. Ich meine, ich war Auszubildende und hatte einfach noch nicht das Selbstbewusstsein, da jetzt zu sagen Hey, pass auf, irgendwie ist da was zwischen uns, was nicht passt, lass uns mal drüber sprechen. Aber es gab oft Situationen, wo ich mir dann vielleicht einfach eine vertraute Person dazu geholt habe und gesagt hab Okay, hier irgendwie werden wir uns zu dritt nicht einig, oder wir beide werden uns nicht einig...Vielleicht kannst du als außenstehende Person was dazu sagen, uns einen Tipp geben, wie wir das lösen können.

00:20:41

*BP:* Das ist auch sehr erwachsen eine dritte Person dazu zu holen, sehr beeindruckend. Sagen wir, du bist aktuell noch in diesem XXX Team, weil du hattest Leute, mit denen du gerne zusammen gearbeitet hast und Leute, mit denen du nicht so gerne zusammengearbeitet hast... Hättest du für beide denn dieselben Regeln gebrochen oder...

00:21:19

*Interviewee 4:* Definitiv nicht! Achso, entschuldigung.

00:21:19

*BP:* Wie wirkt sich denn das aus?

00:21:23

*Interviewee 4:* Nein. Also die Personen, mit denen ich auch privat mich gut verstanden habe und die ich auch als Vertrauensperson gesehen habe, haben bei mir natürlich einen viel höheren, gar nicht vergleichbaren Stellenwert eingenommen und für diese Personen wäre ich bereit gewesen, auch auf meine Kosten, eine Regel zu brechen. Ich hab jetzt kein konkretes Beispiel, weil du wirst mich gleich danach fragen, aber nein, wäre da eine Situation aufgekommen, wo ich gesagt hätte, WOW, meine Kollegin muss darunter super krass leiden, wenn ich das jetzt nicht mache ... mir fällt gerade echt nichts ein um das anschaulicher darzustellen. Aber ich wäre für die Person, der ich mehr vertraue, natürlich sofort eingestanden, wohingegen ich für die Personen, wo ich einfach Misstrauen hatte oder auch einfach Antipathie, gegenseitiger Antipathie dann letztendlich... Ich meine, ich will nicht immer nur sagen, dass die anderen die Bösen waren... Da wäre ich natürlich nicht bereit gewesen, irgendwie Grenzen zu überschreiten und vielleicht sogar auf meine Kosten da irgendwie eine Regel zu brechen. Das wäre mir gar nicht in Sinn gekommen.

00:22:47

*BP:* Okay, Interessant. Es ist ein bisschen schade zu hören, dass du dich nicht mit jedem

vom Team so gut verstehen konntest. Du hast ja schon erwähnt, dass du dich mit der Managerin nicht so gut verstanden hast. Glaubst du denn, dass das Team in sich mehr Regel unter sich gebrochen hat, um nicht von der Managerin zu konfrontiert zu werden, oder...

00:23:35

*Interviewee 4:* Du meinst, dass es einen Team Zusammenhalt gab, um Konsequenzen von der Führungskraft zu vermeiden?

00:23:47

*BP:* Ja, danke!

00:23:48

*Interviewee 4:* Das man quasi untereinander gesagt hat, Komm, wir machen das jetzt so damit wir alle keine negativen Konsequenz daraus tragen.. Ich glaube letztendlich, vielleicht mit Teilen des Teams hätte man das machen können, haben wir vielleicht auch gemacht, es ist schon so lange her, ich weiß nicht mehr alles, aber ich glaube, man ist schon bis zu einem gewissen Grad bereit vielleicht gegenseitige Antipathien zu kompensieren oder zurückzustecken, um zu sagen "Okay, komm, es ist jetzt gerade für uns alle besser, wenn wir das hinter dem Rücken von unseren Vorgesetzten machen", aber auch nicht mit allen, weil da auch wieder das Vertrauen eine Rolle spielte, das mangelnde Vertrauen. Es war gegenüber einigen einfach gar kein Vertrauen, wo ich dann auch gesagt hätte Nein, auch wenn es irgendwie augenscheinlich eine kollektive Entscheidung ist. Ich weiß nicht, was letztendlich an unsere Führungskraft doch herangetragen wird von meinen Kollegen und deswegen nur bis zu einem gewissen Grad mit einem Teil des Teams. Ich glaube, da wär man auch füreinander eingestanden, aber definitiv nicht im gesamt-kollektiv.

00:25:19

*BP:* Okay. Ja. Dankeschön. Du hast mir unglaublich viel wertvolle Informationen gegeben. Gibt es denn etwas, wo du sagst, Das ist unglaublich wichtig für mich zu wissen oder in Betracht zu ziehen, was du mir noch mitteilen möchte?

00:25:46

*Interviewee 4:* Eigentlich gerade nicht. Ich bin gespannt, was du für Ergebnisse dann nachher hast und wie du die auswertest. Nein, ich glaub ich bin erstmal bedient.

00:25:58

*BP:* Perfekt, Und hast du denn noch Fragen an mich?

00:26:07

*Interviewee 4:* Nein.

00:26:08

*BP:* Gut, dann bedanke ich mich für deine Offenheit und dass du mir das alles so erzählt hast. Nur damit du weißt, wie das jetzt weitergeht für meine Studie. Ich werde nach deinem Interview noch mehrere Interviews führen mit anderen F&B Service Mitarbeitern, werde dann gucken, wo es Gleichheiten gibt, und was sich unterscheidet. Und das große Ziel dadurch ist einfach ein Advice..

00:26:50

*Interviewee 4:* Einen Ratschlag

00:26:59

*Interviewee 4:* Ja, einen Ratschlag zu entwickeln um diese Regeln brechen limitieren zu können. Solltest du noch irgendwie Information haben die du gerne teilen möchtest mir in den nächsten paar Tagen oder solltest du dich unwohl fühlen und du möchtest mir



mitteilen, dass du doch deine Information nicht bereitstellen möchtest dann kannst du mich einfach gerne kontaktieren.

00:27:30

*Interviewee 4:* Okay

00:27:30

*BP:* Perfekt. Möchtest du denn Updates erhalten für die Entwicklung des Projekts?

00:27:56

*Interviewee 4:* Ja, gerne.

00:27:56

*BP:* Schön, dann danke ich dir und wünsche dir noch einen schönen Abend.

00:28:09

*Interviewee 4:* Danke dir auch!

00:28:10

*BP:* Dankeschön

## **App 6.5: Interview 4 Translation English**

00:00:05

*BP:* Good evening, How are you?

00:00:12

*Interviewee 4:* Good evening. Thank you, very good. Now a few days before Christmas I'm relatively relaxed. I hope so too.

00:00:21

*BP:* Yes, do you have plans for Christmas?

00:00:26

*Interviewee 4:* Not really. Quite cosy with the family, there's hardly anything else going on at the moment, so nothing special.

00:00:34

*BP:* Yes, the Corona rules in Germany are stricter than in other countries, I think?

00:00:41

*Interviewee 4:* Yes. So we definitely have to stick to strict rules and I think in Holland it's not quite as bad or not quite as strict, but it has to be.

00:01:00

*BP:* Yes, we hope that this will soon be over again so that the gastronomy can continue again, can look forward exactly. Thank you for taking the time to do an interview with me. Just so you know what to expect in the next few minutes. I would like to talk to you about ethnic behaviour in F&B service. The interview itself is of course anonymous, which means that all the information you give me will be kept confidential. And if you feel uncomfortable in any way or don't answer anything, just let me know. You don't have to force anything...

00:01:58

*Interviewee 4:* I don't have to answer anything I don't want to.

00:02:00

*BP:* Exactly, perfect. If anything is unclear, please just let me know. And yes, do you have your questions?

00:02:11

*Interviewee 4:* Not until now.

00:02:13

*BP:* Perfect. Then I would ask you to just generally tell me your background or your F&B hotel industry story.

00:02:27

*Interviewee 4:* Yes, with pleasure. I graduated from high school in Bavaria and then started my hotel training after a year's vacation. At that time I worked in XXX in XXX with a focus on F&B. I gained experience in every restaurant there and was also allowed to work in our star restaurant. Based on this experience, I decided to stay in the star gastronomy for the time being and went to Zurich to XXX right after my training and after half a year there I started studying economics in Constance.

00:03:09

*BP:* Okay, perfect. What was the reason for you to leave the gastronomy?

00:03:20

*Interviewee 4:* It's a very demanding industry and especially in top gastronomy you go to your limits both emotionally, psychologically and physically. And I realised, especially in the last few months before I quit, that I wasn't up to the challenge and that I didn't want to work under that pressure. And then I drew the conclusion for myself to stop.

00:03:54

*BP:* That's understandable, of course. Could you describe to me, in your own words, how this pressure comes about or what the pressure entails?

00:04:09

*Interviewee 4:* Yes. So it's quite formal. It's just an insanely demanding work. We have to...I always compare it to an art that we represent. Just as you go to a museum and look at a painting, it is precisely the star gastronomy that is to be understood and to deliver this art every day, both in the kitchen and in the service, is already insanely demanding and exhausting to work at such a high level all the time. And if the team is not right and the atmosphere in the team is not right and you can't necessarily trust your colleagues and especially your superiors, then at some point you are no longer prepared to withstand these pressures or can no longer withstand them. And if you are simply not supported by your co-workers and superiors, then, as I said, you can no longer withstand the pressure. Then it is simply difficult to catalyse that.

00:05:18

*BP:* Okay, that's again very understandable. You said that it is very important for you or important to stand this pressure that you get support from your staff or colleagues and from the manager. What do you need from your staff to feel supported?

00:05:47

*Interviewee 4:* First of all, I would say recognition in what I need. That is very important as a basis for being able to develop further. If you only get negative criticism... At some point you lose your motivation. I think positive criticism is also very important. That often gets lost. Then also the challenge ....I can only think of the English words, sorry...

00:06:18

*BP:* You can also speak English.

00:06:20

*Interviewee 4:* No, everything's fine. It's about developing oneself, that one gets tasks that one is up to and that one is allowed to implement these tasks on one's own responsibility. And then again you get both positive and negative feedback ...That's the perspective from the superiors. From the colleagues, simply also mutual support. That you always try to motivate each other positively, even when it's difficult, that you are honest with each other, that you don't stab each other in the back. Exactly, these are the things I need in order to enjoy my work and to be able to deal with the pressure better.

00:07:13

*BP:* Okay, yes. I can very well imagine that you need all that. You just said that colleagues should not stab you in the back. Do you have an example of how that can happen? Or how does it stand out when a colleague stabs you in the back?

00:07:41

*Interviewee 4:* I think it also comes from the leadership. If you have the feeling that you have to prove yourself to your manager, you often do it at the expense of your colleagues. If the atmosphere is not right, and that can simply be... A very simple example would be if you make a mistake yourself and blame it on the other person in front of your superior, or you tell on your colleagues. You don't support each other. You don't stand up for each other and you're not prepared to take responsibility for other people's mistakes. For me, that's stabbing someone in the back or simply uncooperative behaviour.

00:08:32

*BP:* Yes, of course, uncooperative behaviour is not good for the whole atmosphere of the team. When it comes to breaking rules in your F&B service team... Have you ever consciously broken rules for your colleagues?

00:09:03

*Interviewee 4:* Yes, would you like me to elaborate further?

00:09:09

*BP:* Can you give me an example of that?

00:09:11

*Interviewee 4:* Yes, so a very simple example again, that if you are not told that you only have to work 10 hours and then it's over, no matter whether the others are already finished, if I have exceeded the time I am allowed to work per day, then it's over for me and that would mean for me that I have to abandon my colleagues, who might still have work to do, more or less, and I have actually disregarded that from time to time and said "No, guys, come on, we'll help out together", then I might work half an hour longer, but then the work is done and you don't have to sit or stand here for another hour and do it.

00:09:59

*BP:* That's very collegial behaviour. Your colleagues can really appreciate that.

00:10:08

*Interviewee 4:* Yes, but that only works if you trust your colleagues, if you have a good team atmosphere, then you do it. And if that's not the case, then maybe you break the rules in a negative way.

00:10:23

*BP:* Do you have an example of this?

00:10:29

*Interviewee 4:* That's difficult. Yes, you could also turn the example the other way round, that you...I haven't done that myself, but that you say, for example, OK, I'm going home

early, even if my employees still have something to do, but I feel like going home now, because I don't really care about my employees, and I go home earlier than I should.

00:10:58

BP: Yes. How would you rate the importance of your interpersonal relationship with your colleagues? So to what extent does the quality of your relationship with your colleagues influence your behaviour?

00:11:29

Interviewee 4: Very much so, I would say, because if I get along with my colleagues and co-workers, if I get along well with them in my private life, and if we have a respectful relationship, then I am more willing to break the rules in a positive way than somehow at the expense of my colleagues.

00:11:57

BP: Okay...

00:12:00

Interviewee 4: So then I'd rather break it for my colleagues than against my colleagues, so to speak.

00:12:04

BP: Yes. So the better you understand yourself, the more you help them, right?

00:12:12

Interviewee 4: Yes, you just support each other.

00:12:16

BP: You said earlier that the manager plays a very important role in your view. What would be an ethically correct manager for you or what would be the character traits of a manager that you need in order to be able to work ethically correct?

00:12:44

Interviewee 4: First and foremost, a manager should be a role model... A positive role model, of course. But he can also be a negative role model if he reflects it well. That means that every person has strengths and weaknesses and some character traits are in an extreme degree, mostly they are bad. For example, if I am super ambitious. Ambition is basically a good character trait and a good quality, but if I am too ambitious, then I get in my own way or in the way of others. Then I become too demanding, I set myself unrealistic goals and that becomes a negative trait again. You can pull every factor or every character to these extremes and the extremes are not good as a leader. That means you always have to reflect and find a good balance and get out of these extremes, and these are emotional disruptive factors that you have to observe in yourself again and again and then take countermeasures as a reflected leader.

00:14:12

BP: Okay, so if I understand it correctly, it's not so much fixed character traits, but more this constant reflection of what you're doing.

00:14:26

Interviewee 4: Exactly. Of course, there are also character traits where you can basically say that it would be good if a leader had them. For example, keeping calm in stressful situations. Then being a role model in the sense of I cooperate, I also take on tasks, I try to support my team, even if it is perhaps below my abilities or I feel too good for it. You should still say "OK, I am there for my employees". It is also self-confidence that the leader should have and when there are insecurities, that you can simply deal with them well. Respect for oneself, but also, of course, for the staff. Of course, a good manager should have such character traits.

00:15:31

*BP:* So that's actually very interesting. When a manager breaks the rules... How do you feel when your manager breaks the rules himself? How does that affect you?

00:15:51

*Interviewee 4:* Well, when he breaks the rules to gain an advantage, then it triggers negative emotions in me, because then I get the feeling that he is very distant from his employees, if he thinks more about himself and his career, his goals, his personal well-being than about that of his employees. But if the manager were to break the rules in my favour.... Let's say I don't feel so good that day and he sends me home and says yes, you're supposed to be working, but it's okay. Or says you'll take an extra half hour break. And I realise ok, he's responding to me. He notices okay, I'm not doing well, or he can assess me well and tries to support me and help me, then of course it's a very positive feeling and then I trust my supervisor much more.

00:16:55

*BP:* Ok. Have you ever had to suffer negative consequences because you broke the rules?

00:17:09

*Interviewee 4:* Because I broke the rules? Yes. Do you want to know the example?

00:17:21

*BP:* Yes, please.

00:17:21

*Interviewee 4:* Yes, that was also in XXX. It is a general service rule in star restaurants that we as service staff go to a table of three in pairs, simply so that we can start at the same time with the plates, and due to a lack of staff and time pressure, this was not possible for me once and I decided, so that the food and the quality would not suffer, to quickly go to a table by myself with three plates. Exactly. And then I had a very unpleasant conversation with my supervisor about not doing that and whether I was the right person for the job. I had asked her for help beforehand.

00:18:19

*BP:* Okay, and you didn't get the help then....

00:18:23

*Interviewee 4:* I didn't get the help and that's why I decided to break this rule in favour of the food, the quality of the food, and then, as I said, I had to bear the consequences.

00:18:40

*BP:* Of course it's very unpleasant when something like that happens. Do you think your manager would break rules for you?

00:18:54

*Interviewee 4:* Not this one. I think, on the contrary, she would have always wanted to present herself positively, even at the expense of her staff and colleagues.

00:19:11

*BP:* Okay, so you think that this manager wanted to get more for herself than for the team itself.

00:19:21

*Interviewee 4:* Yes

00:19:21

*BP:* Did that influence you and your staff?

00:19:31

*Interviewee 4:* Yes, of course the atmosphere in the team was tense because of that, because you always had the feeling that if you didn't please her, you would only be at a greater disadvantage later on. So of course you tried to do everything right for your superior, which was sometimes at the expense of the team atmosphere. In general, you just didn't enjoy your work when you always got negative criticism and you could try as hard as you wanted, but you just didn't get any recognition.

00:20:19

*BP:* You just said it has negative consequences on the climate in the team, if I understood correctly. Could you give me an example of what the effect was?

00:20:36

*Interviewee 4:* I have to think for a moment. Yes, what I noticed was that there were often these, I'll call them... crisis talks, where two or three people... talked colloquially about each other, about the others who weren't there at the time. There was a lot of talk behind the backs of the other people. And there was a lot of negative talk. And because of that, of course, the contact between each other was totally tense, because you always had the feeling that if I said something wrong, it would be spread behind my back.

00:21:28

*BP:* Okay. That means that there was not the trust in the team that you would have liked?

00:21:37

*Interviewee 4:* No, absolutely not. So of course you have one or two colleagues with whom you simply get along well and where the private relationship is just right and you are also friends. Of course, there is trust there and basic trust in any case. But there were always situations where you came into the office and suddenly it was quiet. You know exactly, they were talking about me or about my friends and then you just don't trust everyone one hundred percent anymore, what you say and how you communicate with each other.

00:22:18

*BP:* Yes, of course it's a shame when there's a lack of trust in a team. Of course, it shouldn't be like that. If we go back to the issue of breaking rules or unethical behaviour. How do you think this bad team climate influenced that?

00:22:42

*Interviewee 4:* So you mean in what way the team climate was to blame for breaking any rules?

00:22:51

*BP:* Yes, or... maybe... You had experience before. Maybe you also experienced that you broke rules more when you got along well with your team.

00:23:05

*Interviewee 4:* I think the last case you mentioned rarely happens. I think if you get on well with your team and also get on well with your superiors or they with you, in other words, if you simply have a respectful relationship, then you only break rules in emergencies and think about breaking a rule more often. But if you don't trust your colleagues and superiors anyway, and if you don't really like the person anyway, or if you are uncertain about the extent to which there is trust or you can't be sure, and respect is also lacking...., let's drop it now, or I don't feel like it anyway, I'm going home or whatever. Then you at least interpret the boundaries more broadly than you should.

00:24:21

*BP:* Yes, that's very interesting indeed. Have you ever had a case where you deliberately

broke rules to get ahead or to get a reward from your manager or from the company in general?

00:24:44

*Interviewee 4:* Actually, I think I have to deny that. At least I can't think of anything off the top of my head. Correct me if you think of something, but I think I personally am someone who is very rule-loyal and I try, if I want to do better, in any way, it's through my performance and not by somehow trying to circumvent any rules so that I somehow come out better afterwards. But I can imagine that if you don't see any other way to get attention or to be in a better position, you tend to do that. Maybe if I had worked longer under these conditions, I don't know if I would have been more inclined to say OK, now I'm going to circumvent this rule so that I can get one step further.

00:25:46

*BP:* If we come back to the example with the three plates. That was clearly breaking the rules on your part, you just explained that... When you say you did it because of the quality of the service and the food... ....Correct me if I misunderstood... then it's also about good performance, about guaranteeing customer satisfaction. Isn't that part of it for you, to break rules to get a reward, if the reward would be a promotion at some point, because you always satisfy the customers so quickly?

00:26:40

*Interviewee 4:* You could interpret it that way, actually. But I actually did it more in the knowledge that the guests would notice it negatively if I showed up with three plates. It was like that. In fact, it was. The guests later complained to our restaurant manager. I did that because I was supposed to, wanted to, had to bring the food to the table. But actually knew that if it was noticeable, it would be rather negative.

00:27:19

*Interviewee 4:* Okay. Perfect

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00:00:06

*BP:* Okay, perfect. Good to know. I have another example where I would like your opinion on this. Let's say there's Wine Pairing in your F&B outlet and the wine is empty. It's a red wine from Australia and you might even have to leave the house to come to the wine cellar to get that and if you just secretly pour another wine and sell that at Wine Pairing.... That's a clear case of breaking the rules. So how would you categorise that when we talk about breaking the rules so that you get a reward at some point?

00:01:09

*Interviewee 4:* Yes, I find it difficult. Of course, then it's to one's own advantage. It is simply easier to lie to the guest. You also assume that the guest is ignorant, which is usually the case, and that's... That would be a no-go for me, actually. Even if it makes me look great because I solved the problem so quickly. But then to somehow lie to the guest, that's not morally justifiable for me, but it might be common practice for some people to make it easier.

00:02:07

*BP:* Just because I'm curious. If that's a no-go for you, how would you handle that situation if you saw that your colleague or even your manager would do that?

00:02:21

*Interviewee 4:* I would definitely question it. Especially with the colleague, I would say, "What are you doing? But I don't think I would dare to actually bring it up with a colleague who is above me. Maybe I would bring it up once, but in the end I would say OK, that's the decision of that one person and not mine and I probably wouldn't interfere.



00:03:00

BP: Okay, and why would you not interfere with the manager?

00:03:06

*Interviewee 4:* Because most managers in this industry simply have a lot of power and can punish you..... It sounds harsh now, but they can punish you quickly for something that they think you are doing wrong or that is simply disturbing. And I would have too much respect for that, I think, that I then have to bear consequences that don't have to be, for me.

00:03:40

BP: Okay. So this is self-protection? If I understood that correctly...

00:03:47

*Interviewee 4:* Yes!

00:03:50

BP: Okay. Wow now I have so many new questions ....self-protection.... Let's move on from this point, I'll come back to your statement, actually. What would you need from a company or from a business that you don't have to support yourself or that you feel so safe that you know you can always act exactly as you want ethically?

00:04:24

*Interviewee 4:* I think you need a reflective and reflective contact person. That is, I would need someone from the management, from the staff, who perhaps takes on a bit of a mentoring role and with whom I can address such ethical questions without immediately receiving a personal evaluation. And I would need to know that my superiors or the managers are also trained in this respect, to distinguish between the person of the employee and the tasks and abilities and the job.... That you can also talk about things, that you can also criticise, also your superiors, and that they are not immediately personally offended and somehow say "The stupid cow, she criticised me and now she's not allowed to do anything," but that you then say "Okay, you can just talk openly. The company and the superiors give me the feeling that I can speak openly about things.

00:05:44

BP: Okay. And you mean they have to be trained for that as well?

00:05:50

*Interviewee 4:* They don't have to. I'm sure there are also people who do it totally intuitively and totally correctly. But I just think you get a sensitivity for it through training and exercises and training. You are also given a few tips and instructions on how to behave, which you can then perhaps use in such a critical discussion and which can then simply give the employee the feeling, "Okay, I am sure about my statement.

00:06:20

BP: Okay, that's very interesting, of course. Do you know what a Code of Conduct or Code of Ethics is?

00:06:32

*Interviewee 4:* No, I can imagine it, but I don't know.

00:06:35

BP: Yes, so this is a document, a written document from companies where they simply define the ethical behaviour of their employees or Marriott is a well-known example, also Hilton and big hotel chains, they have written in there that they are of course against racism. It clearly states that they do not accept racist behaviour or how they deal with their suppliers or quite often the word transparency and communication is read in there.



When you say you don't know what a code of ethics is? Do you know if your two workplaces had a code of ethics or a code of conduct or a code of ethics? ....

00:07:32

*Interviewee 4:* I know from my training place. We simply had values, that's what we called them. Corporate values that were pursued. Things like transparency were also mentioned. I honestly have to say that I'm not that aware of XXX. Maybe I hadn't been working in the company long enough for that to have become clear to me somehow. In general, I can say that I think it's good when there are such codes or guidelines. Whatever you want to call it, but you have to live it in everyday life. And I think there is often a range between "These values exist and we all know them by heart and we also represent them".

00:08:33

*BP:* Do you have an example of that? When you say there is a difference...

00:08:39

*Interviewee 4:* Yes, not a very concrete example. But I know from my training place that we had a morning meeting every morning, for example, in which one of these values was always presented and someone had to say something about it. And everyone always found the best words to describe and present this value, and that's how we do it. And five minutes later, everyone left the meeting, rolled their eyes and said "Yeah, as if." That's what I noticed, that it didn't really reach the people where it was supposed to.

00:09:18

*BP:* And what do you think it would have taken for it to arrive?

00:09:23

*Interviewee 4:* Maybe less indoctrination and more example. Yes.

00:09:28

*BP:* Then who has to exemplify it?

00:09:36

*Interviewee 4:* Each employee to the other. I don't think it's so important that the person who is placed above them is the one who is the most important. Of course, managers have to be able to set an example. But you should have the feeling that every employee, no matter who they are, stands up for these values towards you.

00:10:01

*BP:* Ok. Very interesting, thank you

00:10:03

*Interviewee 4:* Always happy to.

00:10:07

*BP:* Let's get back to... Oh God, give me a second, I wanted to ask you something. Oh, you meant that when you see a manager breaking rules you don't want to address it because you think he or she is responsible for it.

00:10:30

*Interviewee 4:* Yes.

00:10:30

*BP:* What is it like for you? Do you feel responsible or did you feel responsible for all the decisions you made while working?

00:10:45

*Interviewee 4:* Difficult. Of course, you are somehow responsible yourself, but I have

also often been given tasks that I didn't necessarily consider meaningful myself. So I said okay, why. And I did them anyway. And of course I tried to do them conscientiously anyway, but clearly not because I represent them or because I say OK, acting on my own responsibility I would do this and that or take on this and that task, but because they were assigned to me. And then I didn't question it either. In other words, I would say that I did not act on my own responsibility.

00:11:29

BP: And would that include tasks where you might even have broken rules?

00:11:42

*Interviewee 4:* I can't think of an example of official rules, but everyone sets ethical and moral rules for themselves, and I would say that I sometimes have to expand my tolerance limit so that I do that, take on the tasks or act in such a way that there is perhaps a good middle ground between what I can represent for myself and what is required of me.

00:12:16

BP: Do you have your example of that?

00:12:19

*Interviewee 4:* I knew that was coming. Let me think for a moment. Oh dear. I can't really think of anything off the top of my head. Nothing where I would concretely say that it fits this situation.

00:12:44

BP: But it's not a problem.

00:12:45

*Interviewee 4:* Maybe I'll remember it later, then I'll provide it.

00:12:50

BP: Maybe you can think of something else. Exactly. In this whole F&B scene, some rules are broken again and again. And there are studies that say that it has a lot to do with the fact that employees can't always be in the mood they want to be in. That means emotional labour, emotional work, when you're actually in a bad mood because you've just had an argument in personal circles or you've had a death or you got up on the wrong foot and then you still have to be positive towards the guest. Have you experienced such situations?

00:14:15

*Interviewee 4:* I know this very well, that you always have this typical smile and like to say something. Even if you're somewhere else or want to be somewhere else and think, "Yes, honestly. Fuck you... Excuse me for saying this, but I think everyone in our job knows that sometimes you just have bad days, personally bad days, and still have to put a good face on the difficult game. I know such situations very well. However, I have always tried and of course not always managed to put my personal needs behind me as soon as I enter the hotel. I wouldn't say that ....because I somehow had to pretend to my guests or my staff in the sense of acting cheerful, that I somehow tended to break ethical rules, but I think that if you are constantly, repeatedly not allowed to let out your personal emotions and always have to have self-control, that in the long run it is definitely a stress factor that can lead to unethical behaviour.

00:15:49

BP: What would be a solution to avoid this stress factor?

00:15:59

*Interviewee 4:* I think a catering or hotel business should do more for personal balance in

the sense of simply offering opportunities and space for exchange, for personal exchange among colleagues. Maybe offer sports programmes and do it actively, so not just say you can use the fitness room on Tuesday evenings, have fun. But just say OK, we don't know... We offer kickboxing once a week for employees who want to, or we try to do more joint team excursions. Simply that the staff get a balance and space for their own personalities.

00:17:04

BP: Okay, that's very interesting. Now you just said again, team outings, so we are back to the topic of how much the climate in the team has an influence on the personal work or the personal well-being in the service of 5-star.... hotels. Sorry, I need a second please. ... You already told me an example that you didn't have such a good team in your last workplace in XXX, but maybe you can think of a bit more about it ....How did you solve bad clashes in the team? Maybe not only in XXX, but also in your first job in the F&B department...

00:18:31

Interviewee 4: Coming back to the XXX team, I would say that the problems were never really solved. Personally, I just tried to change the situation most of the time. That is, when a situation became unpleasant, I simply left. In the sense that I looked for another task. That worked very well because we always had a lot of tasks to do, so I could just say, OK, I'm going to get some plates or something, and I tried to escape the conflict situations whenever I felt uncomfortable. Or I just went to the only trusted person there and poured my heart out, but we never really solved such conflict situations or even just subliminal dislike collectively in the team in a collegial way or tried to tackle them. It was just that we didn't understand each other and it was somehow just stupid, but we didn't try to solve it somehow. Before that, there were often situations that were also difficult in the team, where we tried to address it. I mean, I was a trainee and simply didn't have the self-confidence to say, Hey, watch out, somehow there's something between us that doesn't fit, let's talk about it. But there were often situations where I simply asked a trusted person and said, OK, somehow the three of us can't agree, or the two of us can't agree... Maybe you, as an outsider, can say something about it, give us a tip on how we can solve it.

00:20:41

BP: That's also very mature to bring in a third person, very impressive. Let's say you are currently still in this XXX team, because you had people you liked to work with and people you didn't like to work with... Would you have broken the same rules for both or...?

00:21:19

Interviewee 4: Definitely not! Oh, sorry.

00:21:19

BP: What is the effect of that?

00:21:23

Interviewee 4: No. Well, the people with whom I also got along well in private and whom I also saw as a person of trust naturally took on a much higher, not comparable status with me and for these people I would have been prepared to break a rule, even at my expense. I don't have a concrete example now, because you'll ask me about it in a minute, but no, if a situation had arisen where I would have said, WOW, my colleague must suffer super badly if I don't do that now ... I really can't think of anything to illustrate that more clearly. But of course I would have immediately stood up for the person I trusted more, whereas I would have stood up for the person I simply distrusted or simply had antipathy towards, mutual antipathy then ultimately.... I mean, I don't

always want to just say that the others were the bad guys.... Of course, I wouldn't have been willing to somehow cross boundaries and maybe even break a rule at my own expense. That wouldn't have occurred to me at all.

00:22:47

BP: Okay, interesting. It's a bit of a shame to hear that you didn't get on so well with everyone in the team. You already mentioned that you didn't get along so well with the manager. Do you think that the team broke more rules among themselves in order not to be confronted by the manager or...?

00:23:35

Interviewee 4: You mean that there was team cohesion to avoid consequences from the manager?

00:23:47

BP: Yes, thank you!

00:23:48

Interviewee 4: That they said among themselves, come on, we'll do it this way now so that we all don't bear any negative consequences.... In the end, I think it could have been done with parts of the team, maybe we did it, it was so long ago, I don't remember everything, but I think people are prepared to a certain extent to compensate for mutual antipathies or to put them aside in order to say, "Okay, come on, it's better for all of us if we do it behind the backs of our superiors", but not with everyone, because trust played a role again, the lack of trust. There was simply no trust at all with some of them, where I would have said no, even if it was somehow obviously a collective decision. I don't know what is ultimately brought to our manager by my colleagues and therefore only to a certain extent with part of the team. I think they would have stood up for each other, but definitely not as a collective.

00:25:19

BP: Okay. Yes. Thank you. You've given me an incredible amount of valuable information. So is there anything where you say, This is incredibly important for me to know or consider, that you would like to share with me?

00:25:46

Interviewee 4: Not really. I'm curious to see what results you'll have later and how you'll evaluate them. No, I think I'm done for now.

00:25:58

BP: Perfect, And do you have any questions for me?

00:26:07

Interviewee 4: No.

00:26:08

BP: Well, thank you for your openness and for telling me all this. Just so you know how it's going to go for my study. After your interview, I will conduct several more interviews with other F&B service staff and see where there are similarities and what is different. And the big goal is just to get some advice...

00:26:50

Interviewee 4: A word of advice

00:26:59

Interviewee 4: Yes, to develop an advice to be able to limit these rules breaking. If you have any information that you would like to share with me in the next few days or if you

feel uncomfortable and you want to tell me that you don't want to share your information then you can just contact me.

00:27:30

*Interviewee 4:* Okay

00:27:30

*BP:* Perfect. Would you like to receive updates on the development of the project?

00:27:56

*Interviewee 4:* Yes, with pleasure.

00:27:56

*BP:* Fine, then thank you and have a nice evening.

00:28:09

*Interviewee 4:* Thank you too!

00:28:10

*BP:* Thank you

## **App 6.6: Interview 5**

BP ([00:02](#)):

Hi XXX.

Interviewee 5 ([00:02](#)):

Hello!

BP ([00:02](#)):

How are you doing?

Interviewee 5 ([00:11](#)):

I am good. How are you?

BP ([00:14](#)):

I'm good as well. What have you done all the time in Germany during Corona?

Speaker 1 ([00:24](#)):

Well, I have been working quite a lot on multiple things to get my life back on track. So nothing really exciting also due to the lockdowns and Germany is quite strict as well with the measure, not a lot happening.

BP ([00:47](#)):

But are you enjoying it?

Interviewee 5 ([00:48](#)):

Oh, yes, of course. A bit of free time is always nice

BP ([00:52](#)):

I can imagine that.

Interviewee 5 ([00:56](#)):

What about you?

BP ([00:56](#)):

I think I did the same... not a lot, but then in the Netherlands. Well, I wanted to thank you for taking the time to meet me today. I highly appreciate that. As I already told you, when we made the arrangement to meet.. I'm writing my bachelor thesis currently about... in a broader way, the ethical behaviour of F&B service employees and I would like to ask you some questions about that topic. Just for you to know, your name is not going to be stated anywhere. This is completely anonymized, the whole interview, but if you, at any point feel uncomfortable to answer a question, then just let me know and we just skip that or if you have any questions, just please feel free to ask me to clarify.

Interviewee 5 ([02:11](#)):

Okay. Sounds good.

BP (02:13):

Do you have any questions for me right now?

Interviewee 5 (02:15):

No, ma'am.

BP (02:16):

Perfect, great. Well, I would like to ask you to just start off with your general background in your F&B history.

Interviewee 5 (02:33):

Okay. So, I started when I was approximately 16, when I had my first job as a waiter in a restaurant in Hamburg and that was still during school time. So it was really just help from time to time. And then I did my apprenticeship on the **Island of XXX**, where I worked quite a lot in the service area and the restaurants, breakfast, lunch, dinner, fine dining, whatever was needed. And then after that, I worked at another hotel restaurant as well in service.

BP (03:18):

Was that also on that Island?

Interviewee 5 (03:21):

Not, it was on the Baltic sea, near Lübeck. It's the XXX hotel chain. I don't know if you know that one.

BP (03:32):

Yes, they do have a hotel on the Island as well, right?

Interviewee 5 (03:38):

Sure!

BP (03:38):

Okay. That's interesting.

Interviewee 5 (03:41):

And then, also during my time in the Netherlands, I worked at the **XXX** embassy in the service department.

BP (03:54):

Great. So a lot of different the F&B experience.

Interviewee 5 (03:57):

Yes, indeed.

BP (03:57):

Nice. Can you explain me maybe how you felt about those experiences?

Interviewee 5 (04:10):

Well, I think they were all very, very different from each other. It started off, when I had only the small job during my school time. I didn't really like it in the beginning because you don't feel like part of a team because you're only there from time to time and not the whole time. So you're not really part of the whole community there and people aren't maybe not as accepting as they should be in a workplace. And then I had phenomenal time on the island of XXX where I worked there because it was my apprenticeship. I was there for the longest time in all of my jobs. So that was good because it was then a real team, we worked all together, we helped each other out and it was just a very, very nice work environment to be there because everybody was supportive. And then for the XXX hotel, I hated it. I worked there only for three months and then I was out again, because I did not like any of the managers or the other employees. And it was just, everybody was stressed and pissed the whole time. Oh, can I say that? I don't know. Just scrap that word from the record. And then obviously at the XXX embassy, it was very fun because you worked with diplomatic people all the time and the team was great. I had very nice supervisors and a very cute little Austrian lady there as well. So that was good.

BP (06:05):

That's good to hear. I'm just curious, you just said you hated the time at the XXX hotel, because everyone was shouting and in a bad mood, if I understood that correctly.

Interviewee 5 (06:21):

Yeah. Everyone just, like the stereotype of a restaurant environment like back offices, just imagine that and double that time two times, and that's exactly my work experience there. So you were not allowed to talk to the chefs if somebody had a special wish you were not allowed to interrupt or talk to the manager who was supposed to be there for you during work hours if you had maybe trouble with some guests and needed to switch tables, or just the other employees were also, everybody was doing their own job. Nobody was working in team. So it was really no sense of community there. No sense of belonging in that sense. Everybody was fighting on their own. So for me, that was not a workplace to be there

BP (07:23):

Quickly I have to double check if the XX hotel is a 5 star hotel....

Interviewee 5 (07:30):

I think there's four plus.

BP (07:33):

Okay. I just need to check because....Okay. So you missed the whole community there and you didn't feel comfortable, also looking for help then?

Interviewee 5 (07:59):

Yeah, you were left alone. The minute you signed the contract, you were left alone, so no help offered or anything.



BP (08:11):

That is very sad to hear. I'm sorry that you had to experience that.

Interviewee 5 (08:16):

That's okay. Well, it was a good experience as well. So it shouldn't be neglected, but it was a good experience in learning how you never want to work at a similar restaurant or work environment again.

BP (08:32):

True. Everything is an experience. That's very true. When we go back to the hotel on the Island, what was the difference then between this hotel and the one you didn't really feel comfortable?

Interviewee 5 (08:55):

Well, it started with the size of the team. It starts also with the size of the restaurant, the people that we were serving. On XXX, it was more of a privately owned hotel, not laid back, but a very luxurious hotel up in the upper segment, fine dining restaurant and so on. So the maximum we would serve in an evening would be around 60 people because that was the maximum capacity that the kitchen wanted to go for because they always wanted to aim for the highest quality and at the other hotel, it was around like 250 people a night. So very, very massive operations there. *Regarding the team because of the size was so much smaller, you knew everyone, you knew the chefs, you could go into the kitchen and talk to them. They also asked you questions and it was just a real nice environment to go to. So you really wanted to work there and the manager was always approachable.*

BP (10:24):

Okay. That's good. So you enjoyed the good relationship you had with your co-workers on the Island of XXX. Just out of curiosity, have you ever broken rules and ethically and intentionally in that hotel?

Interviewee 5 (10:48):

Could you specify the questions? Ethically?

BP (10:56):

Yeah, I could, but actually it doesn't matter if it was ethically or unintentionally. Have you ever broken the rules?

Interviewee 5 (11:06):

Yes, of course. I broke the rules so many times in order to have guest satisfaction at the highest stakes. So what could be a good example? You know, how somebody would finish their meal after I served them and I asked them, was everything okay? And then they said, no. Usually the rule would be, do not take it off the bill. So then in order to make sure that the guest is also satisfied with the service, I would sometimes take it off the bill if they decided, for example, to order a dessert as well, or had a starter as well, or maybe had a bottle of champagne or two bottles of champagne. You know, it is always the type of thing where you need to weigh the options, which are worse or better.

BP (12:10):

*Unethical Rule breaking in F&B service departments of five-star hotels*

I can imagine that your guests were very satisfied then with you. On the other hand, there are also rules you could break, which are not positively influencing the guests. Have you broken those?

Interviewee 5 (12:30):

Yes, of course. I had for example, **another rule was to not have the mobile phone on your body at working hours**. And one time my mom was very sick and my manager didn't allow me after I asked and I still kept my phone in my pocket and I was at the table taking orders and the phone went off and obviously it was in a fine dining situation and it was not a good situation because the guests were also complicated. So it was the whole thing. Just created a big, big mess.

BP (13:11):

Wow. What were the consequences then?

Interviewee 5 (13:17):

The consequences were a talk with the manager and the bosses of the hotel. Just because I didn't **oblige** the rule because you need to remember, I was not in that sense, a full-time employee, I was an apprentice, so apprentices are supposed to always obey the rules but being a little rebel myself, it decided to not to, but in that sense, there were no hard consequences because it a proper reason. And it turned out that the manager didn't understand my situation that I was in when we had the talk. So afterwards it was like, no, it's fine.

BP (14:06):

Oh, okay. So when you asked him, he didn't really understand what you're asking him or why you wanted to have your phone with you?

Interviewee 5 (14:15):

He didn't understand the reason why I wanted to have my phone with me, because for some reason he didn't understand that my mom was sick and that I needed to have my phone on me in case something happens. That one, he didn't understand. **We managed to get the guests also satisfied again, by simply being open about it and communicating it's quite openly**. And they were like, no, that's fine. It's a proper reason behind it and not just something made up.

BP (14:50):

Okay. That's interesting and that's good that it worked out so well. Let's stay with your manager in that moment. You told me that you have asked him before if you could use your phone. How was your relationship in general with all the people above you, like all the managers?

Interviewee 5 (15:21):

Well, mainly it was a good relationship. Obviously there were times that I did not agree with what they said or how they want it to handle specific situations. But in that sense, **who am I to say something about it because the hierarchy is there to be followed in some sense. If it's right or not, that's a different topic. I would say it's very arguable. But...**

BP (15:52):

Sorry, if what is right or wrong?

Interviewee 5 (15:56):

That an apprentice should not speak up.

BP (15:58):

Okay thanks.

Interviewee 5 (15:58):

Situations where they think this might not be a hundred percent correct or rightfully handled whatsoever. *But with that manager, I was actually close friends. We used to hang out also in privates and have a drink, or we went also together to the next big city a couple of times to go shopping with a crew from the hotel and so on.* So actually quite good, but obviously he was still my boss and manager in that sense. And, I didn't obliged to his rule.

BP (16:43):

Okay. I mean, that's fair, right? If there are consequences. From the other perspective, did your manager ever ask you to break a rule in order to satisfy his needs or expectation?

Interviewee 5 (17:09):

I guess so. But they were multiple unconventional times. For example, talking about working longer, that was also,.... because the hotel that I worked in or the restaurant, they were very strict with making over hours as an apprentice, because that was also something that they didn't want us to do. And during my time in the restaurant and the evening service, I don't know, I built up like a hundred plus hours over a course of a couple of months because he always asked me to stay longer and help them with the service. But once it that came up to the cleaning part, then he sent me home, but it was always for the service part, he wanted me to stay to help out. So if my shift would have ended at, let's say 07:30 in the evening, I would have worked till 11. So quite a few hours longer.

BP (18:21):

Indeed. Those are long hours you have worked. So were there are benefits for you if you would break the rules for your manager?

Interviewee 5 (18:38):

Well, you know, in Germany we would say "Es ist ein Geben und Nehmen". *So it's like giving and the taking from one another. And with him, it was always, you know, I would help him to work longer, but then I was able to request maybe special days off. Or maybe we would say, okay, you are working only half a day today, because we don't need you for lunch service, you can just come in for dinner service and still go home on your meant time. Always like that. Or if there would be a wine bottle open or a champagne bottle half open, you know, that's also some sort of breaking the rule, he would give it to me and say like, here you go, take it home, drink with your friends. Don't get caught.*

BP (19:41):

Okay. I've heard that situation with the open wine, or champagnes already in the industry. So I assume it is quite common.

Interviewee 5 (19:54):

Yes. But it's still not the proper way to do so, because everything that you give away is a loss in revenue and the expenses are still the same obviously. But, that was some sort of a reward or when we needed to Polish the silver and I could say like, Oh, you know, don't do it to me. Don't make me Polish the silver. So that day I would have day off or only be part of the service team because the whole restaurant team was also responsible for polishing the silver. And you can imagine, and you know it as well. There's a lot of silver in the restaurant and a fine dining restaurant.

BP (20:47):

There is indeed. And it's not always fun.

Interviewee 5 (20:50):

No, no. It can take multiple hours.

BP (20:55):

I have a question because out of your story, I hear that there was quite some adapting rules to the needs and wants of you and your manager. If I understood correctly? What would you then say, does a leader need? What qualities does he need or she that those rule breakings would not happen?

Interviewee 5 (21:33):

If I'm very honest. I do think that breaking the rules from time to time and in a specific setting is bad, it's important. And that's, I think a good quality in a manager to see those situations, value them as, okay, right now I need to maybe handle it a bit differently. So adapting to a specific situation or a specific person sometimes as well is important. And I think that's a trait that a manager does need and good listening skills. Properly listening or organizing is also important because everything can be handled if it's properly communicated, organized and listened to.

BP (22:24):

Okay. That's interesting. That sounds like a mantra. I see your point. I'm just wondering if you say sometimes rules should be broken or it's better.... you said that sometimes it's not bad to break the rules, did I understand that correctly?

Interviewee 5 (22:53):

Yes exactly.

BP (22:53):

What are those moments when it's okay to break the rules?

Interviewee 5 (23:03):

It's okay to break the rules if somebody under that specific rule would be hurt mentally or physically, or if you have a guest, which is very, very complicated and you have, as I said earlier, the strict rule to not take the meal off the bill, but you know, if you don't do

it, it's going to be even worse. So in that sense, just" you know what, go ahead, take it off". Or if the rule says.. let me think. For example, also quite personal example, but it's okay. If I shave too often, I get a bad rash on my neck. And the rule was in the hotel, always clean shaved face when you are in the service department. And sometimes it was not possible for me simply because I would be in a lot of pain and I would look bad for guests representation. So then we would also break the rules and say, okay, you know what? How about you start letting your beard grow, but only very nice and trimmed and clean cuts, no wild, cowboy beard. So very neat. So then those are the rules that would have been broken and it was for a benefit of an employee in that case, me. But also it would still help the manager because I wouldn't go to the doctor and say, I'm sick, I cannot work. You know? So it's a double plus for both of us.

BP (25:04):

Yeah. I understand. Thank you for elaborating. That is actually very interesting, because the rule of "you have to shave every day" was stated from the company itself. So there was a rule which didn't necessarily take all the influences into consideration. I'm not sure if I say that correctly right now.

Interviewee 5 (25:40):

So if I get your question, right. We had grooming standards in the hotel, which were made by the company, not specifically the service department, but just in general grooming standards. For girls, you would need to wear your hair either in a ponytail or in a bun, or if it's open, pin back the first few hairs. For guys that would be short fingernails, no beard, glasses, are okay, but only in moderate colors and your clothing always needs to be freshly pressed and ironed. You would need to wear a press shirt and tie, a jacket on top of it and then have pressed pants on. So there were no real exceptions to maybe I can have a ear piercing... Wouldn't have been allowed. I would have needed to take it out. So there's no individualism in that sense.

BP (26:58):

And what do you think about that?

Interviewee 5 (27:05):

I think in that sense, I'm also quite traditional when it comes to that, because I do believe that.. And now we're going into the stereotype thinking, but if I would eat a fine dining restaurant and I know I pay a lot of money, I pay maybe 600 euros for the dinner for one person. Then I personally do not want to be served by a person who has maybe a nose piercing, an eyebrow piercing, and then multiple piercing on the ears, both sides and maybe have visible tattoo as well. In that sense, I'm more traditional. I know that, but I expect this person, the server to have some sort of purity, like their aura needs to present some sort of purity to me. I don't know. It's probably old fashioned thinking and very, not flexible, but ...

BP (28:13):

No, but I don't think that personal opinions... Personal opinions, they don't have to be flexible or they are not categorized as old fashioned, right? They are just values.

Interviewee 5 (28:30):

And as I said, if I'm at a fine dining restaurant, I do want a perfect service, the perfect looking person and the best case, they're all dressed the same, no individualism, because

it's the company that I go to. If I go to a bar somewhere and it's the bar around the corner, then I don't care what the person is wearing or how they look like if they're more funky up, that's even better because that just shows that the bar is great. At a fine dining restaurant I do want specific orders, specific settings, specific standards.

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BP (00:00):

Okay. That's good. That's very clear expectations. Next to the grooming rules or standards you got from the company were there any rules of the company set where you didn't agree with it?

Interviewee 5 (00:35):

No, not really because all rules in that sense, made sense, because it was for the greater good. So one rule was don't walk in your private clothing down the main corridors, obviously because the hotel guests should not see you in your private clothing because you work there. They should only see you in your work attire, and rules like don't use bad language, I think that's also something that speaks for themselves.

BP (01:24):

Okay. But that's good to hear that you are in line with the corporate rules. Do you know if the company had a code of conduct or code of ethics?

Interviewee 5 (01:43):

I honestly don't think so. There might be actually one, but it's now such a long time ago that I worked there. I don't fully remember, or maybe it was also not that clearly communicated.

BP (02:00):

Okay. Interesting. Let's go back to the example with the wine bottle and when you get it, because as you said the company's losing revenue then, right, if you don't sell it but an employee drinks it. Do you think a code of ethics would help to limit this kind of rule breaking?

Interviewee 5 (02:30):

In my opinion, if it's not on a regular basis that you break this sort of rule, it is for the benefit of the employees, because it shows a bit of appreciation, if you only get it in specific moments for earning something for your hard work, then it shows appreciation. And I think the employee needs something like that from time to time. So it's encouraging, so a code of conduct or ethics, in that sense, which would not allow it or strictly forbid it, would not be helpful in that situation.

BP (03:40):

I understand that, and that makes a lot of sense. When you say this about the employee and the appreciation.. How does that influence the whole community or the co-workers around you or with you actually? Because I assume that they also get sometimes wine.

Interviewee 5 (04:09):

Yeah. Again, what?

BP (04:14):

Oh, sorry. How does it influence your teamwork or your team spirit?

Interviewee 5 (04:21):

Well, I do believe that if a team does things together, they only grow together. So in that sense what we had maybe with a wines as well after a stressful evening, the manager would give each of us a glass and say "today was a great Workday, thank you very much for your help". And then we will all cheers together and have a glass of wine. So this is some sort of bonding experience that is helpful for the whole team and that we all know it's not one individual person who did it, but we as a team worked great together. And therefore we were shown appreciation and that we are valued by the manager.

BP (05:14):

Okay. Out of curiosity, because this team on the Island was a pretty good team, as you said, it was one of the best times you had.. Have you shared wine glasses with the team in the XXX hotel as well?

Interviewee 5 (05:32):

No, never, no. This was also not allowed,. This was strictly forbidden. If you were caught, then you were gone. There was really, really strict. No sort of appreciation was shown, no "great work tonight" or whatsoever. Nothing. Only the negative parts were pointed out.

BP (06:03):

Oh no, not a good feedback culture.

Interviewee 5 (06:06):

No, that's why there's so much turnover in the employees for the restaurant.

BP (06:13):

So then would you say that this breaking the rules to give your employees a glass of wine is healthier for the company in order to avoid turnover, for example?

Interviewee 5 (06:27):

Yeah, definitely.

BP (06:31):

I forgot my question, but I had a very good question.... Oh, can you tell me a situation where you as a co-worker have broken the rules in order to help another co-worker?

Interviewee 5 (06:51):

(laughs) Yes, I mean all the time in that sense...

BP (07:13):

Do you need some examples I've already gathered?

Interviewee 5 (07:22):

Yes, give me some examples because I'm stuck.

BP (07:25):

For example, did you cover up that someone came late or did you cover up that someone had the phone with them or did you **pour** in the wrong wine to a person because your colleague sold a wine bottle you don't even have anymore...

Interviewee 5 (07:44):

Those things always happened. With a colleague of mine, he was **notoriously late**. I would say "no, no, he was already up here. He just needed to go to the bathroom" or something like that to cover up for him. Or I wouldn't tell if breakfast service starting at 06:15 in the morning, if a colleague was maybe still a bit tipsy from the night before or something like that. So that's obviously a big rule breaker and with being drunk at work, usually it was very, very strict..

BP (08:29):

How would you have handled it different if you would not have like your co-workers?

Interviewee 5 (08:37):

There are two possible outcomes of this situation. If they would be on time, if they will do their work and they wouldn't annoy me, I wouldn't say anything because mistakes can also happen from person to person, but if they would annoy me and they wouldn't work properly and don't do as they're expected to do, then I would maybe drop something with a manager, like, "Hey, maybe get closer to the person and smell the breath". Just very casual, nothing like "Oh my God, this person did this and this and this", but just a little hint to the person responsible or supervisor.

BP (09:25):

A kind of undercover snitching, but not the snitching?

Interviewee 5 (09:31):

Exactly. Just making the other person aware. But if I would like the person I wouldn't tell on them. I would be like, "Hey, are you okay? Do you need anything? Do you need water? Do you need a break?" Something like that, you know?

BP (09:46):

Yeah. That's interesting you say that because what would you say if I argued that then good relationships between co-workers actually enhances unethical rule breaking?

Interviewee 5 (10:03):

Well, it does. It definitely does.

BP (10:05):

Oh okay. Why, in your opinion?



Interviewee 5 ([10:07](#)):

I mean if we're a good team and we know that the person can actually deliver the work, but maybe in this situation, they're not able to, because of other factors, for example, being maybe still wasted or maybe high as well, also a possibility in the restaurant and industry. Then I would more cover up for the person because obviously I like them and I care for them. That's also important, caring for each other and therefore I would just make sure that they're okay and that they're not getting fired from the job.

BP ([10:50](#)):

Okay. Yeah. That is actually very noble to care for your friends.

Interviewee 5 ([11:00](#)):

It definitely enhances the rule-breaking.

BP ([11:07](#)):

Then in your opinion, out of the three topics that just kind of elaborated on you with the code of conduct, the company rules, the manager and your co-workers, what is the most important factor in order to limit the rule breaking?

Interviewee 5 ([11:33](#)):

I think it's always important that the manager is part of the team, because if it's only a team on the bottom and then the manager feels like they're something way better and way up high and don't know what's going on on the work... I think that's a problem. That's a big problem. But if they are aware of what is going on, then they can still say something as a friend maybe, or as a more relaxed manager, like, "Hey, you know, guys, how about let's go back to work and not do this or that". So I think rule-breaking in that sense, it's important that it's one whole team, not only the servers or waiters in that sense work together on our team, but it needs to be on all levels. You know what I mean?

BP ([12:36](#)):

Yes, you mean that the manager needs to be included in the whole process?

Interviewee 5 ([12:44](#)):

Exactly. And that the manager also shows sometimes it's okay to break the rules. Sometimes it's not. Obviously they're there for making sure that the rules are obliged, but at the same time sometimes it's good. It's a benefit to break some rules in order to get the best possible solution.

BP ([13:11](#)):

Okay. I understand that. I think I understand that. The manager, she, or he should show that some rules are okay to be broken sometimes. Do you think if the manager himself doesn't work with integrity that this has consequences?

Interviewee 5 ([13:45](#)):

What?

BP ([13:45](#)):

Yes it was a very complicated question. I'm going to not ask the question anymore. Thanks for that feedback. I'm sorry. But I do have the other question, I think...I forgot my question. I might come back to that. Anyway you have given me a lot of good information already. Thanks for sharing. Is there anything you want to add or tell me which I have not touched upon and you think is very important in the F&B service industry?

Interviewee 5 ([14:40](#)):

Just people can be bitches sometimes.

BP ([14:42](#)):

Okay.

Interviewee 5 ([14:42](#)):

No, no. *I think in order to create a good workplace, it is important that everyone feels at ease of being there. That everybody is included, that everybody is supported as well.*

BP ([15:04](#)):

That sounds very good. I remember my question I forgot.

Interviewee 5 ([15:09](#)):

Ask.

BP ([15:16](#)):

How would you react if a manager would break a rule unethically, and you would not support that kind of rule breaking?

Interviewee 5 ([15:41](#)):

Well, here again are two different outcomes, on two different situations. Am I friends? Or am I getting along with the manager? Then maybe I can say something in private or maybe you say it also out loud. Just like, "Hey, you know what, maybe that wasn't a good thing". And then also the manager wouldn't take it as personally or the other option is obviously I do not get along with him or her. And then I would be in a very, very delicate situation as I would need to know, what's kind of rule breaking it was. *If it's something fundamental, like stealing money out of the cash register, then I would go to the higher ups and say it obviously, but also in a discreet manner and not tell everybody else like "Oh my God, I saw that". It's none of other people's business. Or if it's something minor and obviously I don't agree with it, but still could handle it and just get over it, then I probably will also do that. Just to shut up and don't say anything although I don't support that behavior.*

BP ([17:11](#)):

So you wouldn't say anything at all?

Interviewee 5 ([17:14](#)):

No. *It depends on the weight of the thing that they did.*

BP ([17:26](#)):

Would you also not say anything at all if it would be only your coworker ?

Interviewee 5 ([17:34](#)):

If my Coworker would only do something like that?

BP ([17:36](#)):

Well, if the same rule was broken by your manager you don't like and by a co-worker, and you just said, you just would be silent. Would you also be silent for a co-worker you don't like?

Interviewee 5 ([17:57](#)):

No. I would say it in any way but also in a discreet manner.

BP ([18:05](#)):

Okay. Why would you then not say it with your manager?

Interviewee 5 ([18:10](#)):

Because then again, *it's the hierarchy thing and the manager is always the higher up . They can get you in trouble or can force you to work the stupid shifts or work the thing that you don't like, you know. They always have a bigger leverage then you.*

BP ([18:38](#)):

So you want to avoid personal ...

Interviewee 5 ([18:41](#)):

Discomfort. Yeah.

BP ([18:43](#)):

Okay. What would you need from a company in order to be able to speak out loud when a manager is breaking the rules and not be afraid of the discomfort?

Interviewee 5 ([19:01](#)):

*Well, to have the higher ups trained in people's skills and that's lacking most of the time. That they can handle a situation. That they can listen to someone and don't get immediately furious with them. You know, because if I'm telling you as my higher up something and you would get mad at me for saying something, then I won't come back a second time to say something.*

BP ([19:32](#)):

Very interesting. Do you want to add on to anything?

Interviewee 5 ([19:43](#)):

No. I think I have done my 10,000 words a day.

BP ([19:49](#)):

I think so too. Thank you so much. For you to know the progress of this project for me now is that I'm going to collect more opinions and information and then I hope I'm going to create a valuable advice for the F&B service industry in a five star hotel. Do you have any questions?

Interviewee 5 ([20:21](#)):

No, I don't have any questions. All the best of luck for your project and that you have a great grade at the end.

BP ([20:32](#)):

Thank you. Have a nice evening.

Interviewee 5 ([20:37](#)):

Thank you, you too. Bye.

## **App 6.7: Focus Group 1 German**

BP:

Perfekt

Interviewee 6:

Ich sage mal, wo man noch geraucht haben. Ach, ja wir rauchen nicht mehr.

BP:

Ich auch nicht mehr. Sehr gut! Ja, das war auch so ein Lockdown Sache.

Interviewee 6:

Wir haben vor zwei Jahren schon aufgehört.

BP:

Echt? Da muss ihr euch unglaublich viel Geld gespart haben.

Interviewee 7:

Ja

Interviewee 6:

Deswegen habe ich jetzt ein Kind. Nein, ich glaube, das war so ein Schummeln, So von wegen, Ich bin schon fertig, weil ich unbedingt schnell eine rauchen will, oder ich hab jetzt eigentlich gar keine Pause, geh aber rauchen.

Interviewee 7:

Gehts bei solchen Fragen nicht darum, wie z.B. Normalerweise würdest du Besteck entdecken mit Handschuhen oder mit einem Tablett und dann damit es schnell geht nimmst du von Hand des Zeugs und legst es ohne Handshuhe hin. Und fällt's auf dem Boden ist es dir Scheiße egal, du läufst nicht mehr zurück und holst ein neues Messer das Messer vom Boden nochmal ein.

Interviewee 6:

Die berühmte 3 Sekunden Regel.

Interviewee 7:

Um das geht es oder?

BP:

Es geht tatsächlich um beides. Also es ist ein ethisches Regeln brechen, wenn du rauchen gehst, obwohl du nicht rauchen gehen sollst.

Interviewee 6:

Ich meine, du weißt es ja. Es war ja so, dass man gesagt hat Okay, jetzt gehe ich mal rauchen, Dann machte der Stations Kollege die Arbeit mit und dann kommt man wieder und tauscht einfach. Aber trotzdem ist ja nicht erlaubt.

BP:

Genau. Es ist sehr wahrscheinlich sogar irgendwo festgelegt gewesen, was du während ein Dienst nicht rauchen darfst.

Interviewee 6:

Also im The Chedi hatten wir das ungefähr, solange Gäste auf der eigenen Station waren, durfte man nicht drauf eingehen.

Interviewee 7:

**Interviewee 6**, es war auch festgelegt, dass wir nicht rauchen dürfen.

Interviewee 6:

Eigentlich ja.

BP:

Und das wurde gebrochen...

Interviewee 6:

Auch auf dem Schiff. Oh mein Gott.

Interviewee 7:

Das ist das gleich mit dem Alkohol

Interviewee 6:

Am Schiff, 0,0 Toleranz. 0,0 Toleranz. Hat niemand eingehalten.

BP:

Auch nicht mal der Manager wahrscheinlich.

Interviewee 7:

Nein.

Interviewee 6:

Vielleicht der Käpten.

BP:

Ja gut so. Könnt ihr mir kurz eure ganze F&B Geschichte, sozusagen, in Kurzfassung erzählen. Wo ihr überall wart?

Interviewee 6:

Ladies first.

Interviewee 7:

Also ich war im XXXX, 5 Sterne. Danach war ich im XXXX, 5 sterne. Danach war ich eben XXXX, 5-Sterne. Danach war ich im Casino XXXX. Danach war ich auf der XXXX 4 Sterne Expedition Schiff. Dann war ich im XXXX, was war das, 5 Sterne oder 4?

BP:

Ja, das war 5 Sterne.

Interviewee 6:

5 Plus oder?

BP:

Ja, 5 Plus.

Interviewee 7:

Danach war ich im XXXX, 5 Sterne plus.

Interviewee 6:

Plus Hotel des Jahres.

Interviewee 7:

Dann war ich auf der XXXX. Ich glaube, die hatte sogar die 7 Sterne oder 6.

Interviewee 6:

6 Sterne, auch so ne ethische Frage...

Interviewee 67:

Ja, das geht auch nicht (lacht). Und dann nach der XXXX war ich auf der XXXX, 4 Sterne plus. Und jetzt bin ich in einem einfachen Restaurant. Ein kleines Boutique Hotel hat keine Sterne und nichts.

Interviewee 6:

Gut bürgerliche Küche.

Interviewee 7:

Sehr gute Küche.

BP:

Ja, perfekt. Danke.

Interviewee 6:

*Unethical Rule breaking in F&B service departments of five-star hotels*

Ich habe angefangen in Deutsch Deutschland Ausbildung als Hotel Fachmann in 4 Sterne plus, in der Nähe von Passau, Bad Griesbach. Dann war ich im XXXX in XXXX im Bayerischen Wald, in Bayern wieder in der Oberpfalz. Dann bin ich 2012 aufs Schiff, auf die XXXX und 2013 im Mai auf die XXXX bis April 2014. Und 2014 bis 2015 eigentlich bei XXXX, unter anderem auf der XXXX, XXXX und XXXX. Dann war ich im XXXX, XXXX, Andermatt, XXXX, XXXX.

Interviewee 7:

Du kannst sagen, dann war deine 5 Sterne Hotel Karriere vorbei.

Interviewee 6:

Ja gut, dann war auch meine Hotel- bzw. gehobene Gastronomie fertig. Dann war ich kurz in einem Start up Restaurant, XXXX hieß das. Eine vegane Küche und Junges Volk, würde ich mal sagen. Dann hab ich da aufgehört und bin ganz kurz ins XXXX. Aber das es nicht zur Rede wert. Dann war ich am XXXX und das hab ich gemacht ein knappes Jahr und jetzt bin ich bei der Gastro raus und arbeite bei der XXXX.

BP:

Okay. Ihr habt eine ziemlich lange Gastro Vita.

Interviewee 6:

Ja, 12 Jahre

BP:

Ja cool. Ganz kurz. Also du und du bist raus aus der Gast wegen des Geldes?

Interviewee 6:

Auch wegen Geld und aus familiären Gründen. Einfach weil es einfacher ist mit den Arbeitszeiten. Ich habe den Dienstplan bis Ende Januar.

Interviewee 7:

Normalerweise hast du den Dienstplan immer für ein halbes Jahr.

Interviewee 6:

Es ist wirklich mega gut.

BP:

Ja gut, dass die Gastro nicht familienfreundlich ist, das wussten wir ja schon länger. Genau. Wir haben schon kurz über die Regeln gesprochen. Oder ihr habt mir schon ein paar Beispiele genannt, was ihr so gebrochen habt. Was war denn das einschneidende Erlebnis, wo ihr sagt Okay, hier wurden ganz klar ethische Regeln gebrochen.

Interviewee 6:

Alkoholkonsum am Arbeitsplatz auf der Silver Muse.

Interviewee 7:

Ja, hätte ich auch gesagt. Alkoholkonsum, aber so richtig mies.

BP:

Ist das 5 Sterne?

Interviewee 7:

Ja das 6 oder 7 Sterne Schiff.

Interviewee 6:

Das war das modernste Schiff auf der Welt. Vielleicht nicht auf der Welt, aber für unseren Raum

Interviewee 7:

Die Leute haben pro Reise durchschnittlich 20 000 bezahlt. Also wenn die 2 Personen sind, haben die 40 000 für eine Reise bezahlt, was schon weit entfernt von normalen Preisen ist. Also da waren reiche Leute, die viel erwartet haben.

Interviewee 6:

Sehr reiche Leute.

Interviewee 7:

Und wir waren abends um halb sieben dermaßen betrunken, dass man teilweise nicht mehr weiß, wie man um 10 Uhr das Restaurant eingedeckt habt. Also Ich weiß es nicht mehr von meiner Seite aus, sehr oft nicht mehr.

Interviewee 6:

Trotzdem nie zu spät zur Arbeit gekommen.

Interviewee 7:

Nein.

BP:

Ja. Gratulieren. Auch eine Errungenschaft.

Interviewee 6:

Ich finde das nicht zum Gratulieren, aber egal. Ja, ich glaub ich, das war das Einschneidendste.

Interviewee 7:

Das war übel.

Interviewee 6:

Das war richtig übel.

BP:

Wart ihr denn das alleine oder war das das ganze Team?

Interviewee 7:

Ich hab mit meinem Chef getrunken. ich habe mit meinem Chef um 18 Uhr die erste Flasche Wein nachgemacht.

Interviewee 6:

Meine Chefin hat immer gesagt, wir sollen es ja nicht dem Sommelier zeigen.

BP:

Wart ihr nicht im selben Restaurant?

Interviewee 7:

Nein

Interviewee 6:

Das war auch gut so, glaub ich.

Interviewee 7:

Nein, ich hab oben mit meinem Chef hab ich getrunken und mit dem Barista zusammen. Das war meistens so drei, vier Flaschen Wein während des Abend Service, die man einfach so mit Teetassen nach hinten gewürgt hat und teilweise auch schon nachmittags ein paar Biere oder immer eine Flasche Wein auf der Kabine.

Interviewee 6:

Wenn man Pool Dienst hatte, und es war wenig los, dann hat man sich auch mal einen Caipirinha oder in Mojito an der Bar bestellt. Da hat man sich das bestellt, dann ist es gekommen und dann hat man es so hingestellt, dass es so ausschauen würde, als wäre zuviel gewesen, dass die Gäste das falsch bestellt haben. Und dann hat der eine aufgepasst und der andere hat sich da mal schnell Margarita auf Ex rein geballert.

Interviewee 7:

Es war ja alles gratis für die Gäste. Das muss man dazu sagen. Es war ja alles gratis für die Gäste und durch das haben wir uns auch bestellt, was wir wollten. Wir haben uns auch Essen bestellt. Wir haben uns Burger bestellt. Im Frühservice haben wir uns Omlette bestellt. Bei meiner Weste habe ich die Naht unten aufgemacht, dass sich die ganzen Omlettes mit Bagels mit Lachs in meine Weste verteilen konnte und dann bin ich wie ein Schwimmreifen nach Hause gelaufen, mit zwei Omelettes und Brötchen und alles hatte ich dabei.

Interviewee 6:

Ja die Uniform war sehr essens-transportive.

Interviewee 7:

Auch paar Flaschen Wein hab ich da reingetan, also man hat alles geschmuggelt, alles bestellt.

BP:

Okay, ja, da sind viele Regeln gebrochen worden.

Interviewee 6:

Was ist für eine Regel gab war, wenn die Crew- Bar geschlossen war, dass sich alle irgendwo Alkohol anderweitig besorgt haben.

BP:

Wie war das, wenn ihr beide sagt, ihr habt mit eurem Manager getrunken, ab welcher Hierarchie oder ab welcher Stufe wär das nicht mehr möglich gewesen?

Interviewee 6:

Ab welcher Stufe es nicht mehr möglich gewesen?

BP:

Also welcher Manager hätte irgendwann mal Stopp gesagt, wenn er was mitbekommen hätte?

Interviewee 7:

Restaurant Manager.

Interviewee 6:

Genau, wir haben mit dem Chef des Service gesoffen und über dem steht ja ein Restaurant Manager.

BP:

Also ein Restaurationen Manager, der über allen steht.

Interviewee 7:

Genau, der für alle Restaurationen zuständig war und der hätte uns geköpft. Der war sehr streng. Egal welchen wir hatten, die waren streng.

Interviewee 6:

Und der Head-Sommelier, der Kosovare.

Interviewee 7:

Ja, er war auch ein Böser.

BP:

Er war auch ein böser oder korrekt?

Interviewee 7:

Er war korrekt. Er war ein böser für uns, weil wir nicht trinken konnten bei ihm.

BP:

Alles klar. Ich gehe mal davon aus, wenn ihr gegenseitig aufgepasst hat, dass der andere trinken kann, das ihr ein sehr starkes Team hattet.

Interviewee 6:

Ja, es war nur natürlich hauptsächlich auf dem Schiff, wie immer Philippiner und Philippinos oder asiatische Leute da.

Interviewee 7:

Also in meinem Team waren wir 13 Personen. Ich war die einzige, die Deutsch gesprochen hat.

Interviewee 6:

Wir waren auch zu zweit die einzigen im Service, die Deutsch Gesprochen haben.

Interviewee 7:

Wir hatten 9 Philippinos da und der Rest war aus Südamerika.

BP:

Habt ihr euch mit dem Team gut verstanden?

Interviewee 6:

Ja sehr gut.

Interviewee 7:

Sehr gut, aber das ist wieder diese Sache mit dem Geld. Also auch bei vielen Indern oder so. Wenn ich irgendein Duty gehabt hätte oder etwas putzen hätte müssen, hab ich gesagt Hey Brave, ich gebe dir 10 Euro, dafür putzt du mir meine Station. Und dann hatte mir meine Station geputzt und ich bin gegangen.

Interviewee 6:

und er hat noch eine Eis Kugel mit Draufstellen als Dankeschön für die 10 Euro.

BP:

Ach Quatsch.

Interviewee 6:

Natürlich, das ist alles Mafia. Auf der auf der MS Bremen hatten wir einen Cabin-Cleaner, der hat im Monat 50 Euro gekriegt und hat die Kabine jede Woche gereinigt.

Interviewee 7:

Aber das war ja schon fast legal. habe jedes Mal fast legal.

Interviewee 6:

Nein, das war nicht legal. Cabin Cleaner ist nicht legal.

Interviewee 7:

Es war schon so egal, jeder hat gewusst, dass es einen Cabin Cleaner gibt, selbst der Captain.



Interviewee 6:

Natürlich, aber es war trotzdem nicht erlaubt.

BP:

Okay. Aber es wurde darüber hinweggesehen.

Interviewee 6:

Es wurde toleriert.

BP:

Es wurde toleriert. Nochmal zurück zur XXXX....

Interviewee 7:

Ja also bitte nie da Urlaub machen!

Interviewee 6:

Nein, nie!

BP:

Okay, das Geld habe ich ja auch nicht.

Interviewee 7:

Wir haben den Gästen einmal, das haben die Sommeliers gemacht... Wir hatten einmal keinen Rosé Wein an Bord..

Interviewee 6:

Oh, ja. Das war schlimm.

Interviewee 7:

Da hat der Sommelier dann den Shiraz und den Chardonnay zusammengemischt, in die Flasche abgefüllt und gesagt "Wir haben wieder Rosé Wein", 6 sterne plus hotel, und das haben wir dann serviert. 6 Sterne plus.

BP:

Das ist so ein gutes Beispiel. Ich habe so viele Fragen jetzt gerade. (lacht)

Interviewee 6:

(lacht) Ich glaube wir verschieben das Einkaufen.

BP:

Ihr sagt mir einfach, wenn ihr los müsst oder?

Interviewee 6:

Nein, nein. Wir haben Zeit.

BP:

Okay, ihr habt selber Regeln gebrochen. Und auf das komme ich nochmal zurück. Aber wenn du jetzt sagst, dein Sommelier hat Wein verkauft, den es nicht gab..

Interviewee 6:

Richtig.

BP:

Was habt ihr denn da gemacht?

Interviewee 7:

Also ich hab's nicht serviert. Ich hab mich geweigert, das zu servieren, weil ich selber gesagt hab, das geht zu weit. Ich mache sehr viel Scheiße mit, aber mir geht's zu weit, dass ich einen Shiraz und einen Chardonnay zusammenmische und das den Gästen aus einem super französischen Rosé verkaufe, mach ich nicht. Da hab ich mich geweigert, aber alle anderen haben es gemacht.

Interviewee 6:

Ich habe mich auch dagegen geweigert.

BP:

Da habt ihr euch beide geweigert...

Interviewee 7:

Ja, das ist zu heftig. Überlege dir, die zahlen 20000, wollen ihr Glas Rosé Wein aus Frankreich haben und wir servieren ihnen irgendetwas zusammengeschüttetes.

Interviewee 6:

...aus zwei verschiedenen Ländern, erstmal!

BP:

Ja das tut man einfach nicht.

Interviewee 7:

Nein, also irgendwo hört es auf.

Interviewee 6:

Also das war das absolut unethische, was ich je erlebt habe.

BP:

Und hat es denn dann Konsequenzen für euch gegeben, weil ihr euch geweigert hatte, da mit zu machen?

Interviewee 6:

Nein.

Interviewee 7:

Nein

BP:

Okay.. Ihr habt es einfach nicht angesprochen?

Interviewee 6:

Ich habe einfach vor den Gästen erwähnt, dass wir leider keinen Rosé mehr haben. Und das, was da drüben ist, ist von den Gästen eine gekaufte Flasche und die kostet so und so viel Geld.

Interviewee 7:

Achso ich habe einfach jemanden anderes geschickt. Ich habe einfach gesagt, der Sommelier kommt dann und hab den schickt.

Interviewee 6:

Oder so, ja.

BP:

Aber ihr habt das jetzt nicht irgendwie weitergeleitet ans obere Management?

Interviewee 7:

Nein

Interviewee 6:

Nein, das hätte nichts gebracht.

BP:

Warum nicht?

Interviewee 7:

Doch wahrscheinlich schon.

Interviewee 6:

Meinst du?

Interviewee 7:

Ja, aber schlussendlich geht mich nichts an. Ich hatte sehr wenig zu tun damit. Ich habe mich mit diesem Schiff nicht so wohlfühlt. Ich wusste, ich bin auf dem Schiff und ich gehe nach fünf Monaten wieder und dann ist es passé. Wahrscheinlich machen die das seitdem das Schiff da ist, diesen Wein zusammenschütten, wenn er aus ist...

Interviewee 6:

Vielleicht war das auch die erste Ladung, die ausging, keine Ahnung.

Interviewee 7:

Da dachte ich mir, ja meine Güte, ist ja auch scheiß egal. Sollen die das machen, Wenn jemand reklamiert. Ja, wenn Sie mich fragen. Natürlich gebe ich die Antwort. Natürlich.

BP:

Okay. Du meinst gerade, du hattest nicht so viel Loyalität oder Bindung zu diesem Schiff?

Interviewee 6:

Wir wollten aber die ersten Tage schon wieder absteigen.

BP:

Okay, also ich hatte zu XXXXX z.B. mehr Bindung?

Interviewee 7:

Ja, also auf XXXX sind wir aufgestiegen und ich habe Interviewee 6 gefragt, ob wir direkt wieder gehen wollen und da hat Interviewee 6 gesagt, "na, lass uns erstmal noch anschauen".

Interviewee 6:

Naja eigentlich haben wir schon am ersten Tag wo wir in Lissabon angekommen sind den Tag vorher, bevor wir aufgestiegen sind, sind wir noch zum Hafen fahren, weil das Schiff war schon da und wir haben uns das angeschaut und haben uns gefragt, ob wir das wirklich durchziehen wollen.

Interviewee 7:

Und so hat sich das dann durchgezogen. Nach einer Woche haben wir wieder gesagt, wollen wir gehen, wollen wir nicht gehen und nach einem Monat wieder und dann haben wir gesagt, jetzt sind wir schon ein Monat dabei, jetzt spielt es auch keine Rolle mehr. Jetzt ziehen wir den Vertrag durch und gehen nach fünf Monaten raus.

Interviewee 6:

Ja, und wir haben uns verkürzen lassen. Eigentlich wär der Vertrag 6 Monate gewesen.

Interviewee 7:

Sie wollten uns behalten wollen und einen neuen Vertrag anbieten, aber wir haben gesagt nein. Dann wollten die uns zurück, mit besserem Gehalt und so.

Interviewee 6:

Beim Online Interview haben Sie uns eine Doppelkabine versprochen für uns direkt wenn wir ankommen. Das hats auch nicht gegeben, mussten wir auch einen Monat warten, bis das dann funktioniert. Das hat alles reingespielt, dass wir eigentlich froh waren, dann weg zu sein. Wir sind dann auch einfach gegangen und haben niemanden sagt.

Interviewee 7:

Wenigen, ja.

BP:

Okay. Hätte denn das, glaubt dir eine andere Auswirkung auf euer Verhalten, wenn ihr loyal zu diesem Schiff gewesen wärest, also mit dem Regeln brechen?

Interviewee 6:

Nein.

Interviewee 7:

Nein. Also das mit dem Alkohol. Wir hätten genau gleich viel geraucht und gleich viel getrunken.

Interviewee 6:

Ich sage ja, ich war auf der XXXX, da haben wir genauso Nachmittag auf Mykonos Party gemacht und sind am Abend wieder arbeiten gegangen, obwohl wir eigentlich nicht fähig waren zu arbeiten.

BP:

Ich frag mich und ich hatte es schon ein paar Interviews und ich kann es mir selbst auch nicht beantworten, obwohl ich ja die Erfahrung auch habe in der Gastro. Warum denn das so ist, dieses Trinken?

Interviewee 7:

Keine Ahnung.

Interviewee 6:

Am Schiff jetzt oder allgemein?

BP:

Also ja, vielleicht gibt es einen Unterschied von Schiff zum Restaurant.

Interviewee 6:

An Land glaube ich, würde ich das nie machen, was ich am Schiff gemacht habe, diese Alkoholexzesse.

BP:

Warum?

Interviewee 7:

Aber an Land haben wir auch sehr viel getrunken und sind arbeiten gegangen.

Interviewee 6:

Aber dann nicht während des Dienstes.

Interviewee 7:

Doch, also ich schon, regelmäßig. Im XXXX.

Interviewee 6:

Also ich nicht, da habe ich nicht getrunken während der Arbeit.

Interviewee 7:

Ich hatte immer ein Bier an der Bar stehen.

Interviewee 6:

Ja, das war dann eher zum Schluss hin.

Interviewee 7:

Aber ich weiß nicht, wieso man trinkt. Keine Ahnung.

Interviewee 6:

Also am Schiff, dass ist einfach dieses...

Interviewee 7:

Nicht nur am Schiff. Auch in St. Moritz, wo wir dann da unten gewesen sind und du deinen Aperol Spritz getrunken hast.

Interviewee 6:

In der Keller bar?

Interviewee 7:

Nein, am Nachmittag da draußen beim Kempinski, hast du auch deine Aperol Spritz getrunken.

BP:

Ich wollte gerade sagen. Ich glauben da war ich auch ein paar mal mit euch.

Interviewee 7:

Ja klar, wir haben unsere Gläser Wein getrunken und du deinen Aperol Spritz.

Interviewee 6:

Ah, stimmt.

Interviewee 7:

Aber ich weiß nicht, wie man's macht. Keine Ahnung. Aber Man macht es aber.

BP:

Ja, man machts. Aber dann würde es mich interessieren, warum du im XXXX dann nichts oder weniger getrunken hast?

Interviewee 7:

Ich glaub dir nicht dass du weniger getrunken hast Interviewee 6 im XXX. Also gut, wir hatten verdammt viel Arbeit. Man hatte sehr selten Zeit zu trinken, und wenn dann hast du erst bei Feierabend wieder Zeit gehabt zum Trinken, das stimmt schon. Wir hatten hunderte von Überstunden.

Interviewee 6:

Und wenn du frei hattest, hast dich halt entweder auf Board oder auf die Bretter geschwungen bis hoch. Also das hab ich gemacht.

Interviewee 7:

Wir sind schon viele in die Bar gegangen

Interviewee 6:

Ja, aber davor bin ich noch auf die Bretter. Bin bis in 2 Mittag gefahren, bin heim oder direkt in die Bar. Da kannst jeden Gastronomen fragen, aber das weißt du ja selber. Da kannst du jeden Gastronom fragen. Entweder du trinkst oder trinkst nicht mehr.

BP:

Ja, es ist schwierig. Irgendwie weiß keiner irgendwie die Antwort dazu.

Interviewee 6:

Ich glaube aber es gibt auch keine genaue Antwort darauf, wie das ist. Ich hab, wo ich es letzte Mal in Andermatt war, da hat eben der Kollege von uns sein neues Restaurant aufmacht. Und er hat während des Abends Service trotzdem seine zwei Flaschen Wein ausdrucken.

BP:

Ja und er ist auch der Chef dann, wenn er das Restaurant eröffnet

Interviewee 7:

XX? Zwei Flaschen Wein? Aber bestimmt nicht alleine? Mit den Gästen?

Interviewee 6:

Ja, immer mit den Gästen.

Interviewee 7:

Ja, eben ein bisschen anstoßen.

Interviewee 6:

Aber trotzdem, er ist halt schon gefordert da, es war Neueröffnung.

BP:

Inwiefern glaubt ihr, dass die Bindung zum Team und zum Vorgesetzten Einfluss nimmt bei solchen Entscheidungen ob man jetzt eine Regel bricht oder nicht?

Interviewee 6:

Viel. Großen Einfluss finde ich, weil wenn du böse bist oder, wenn du dich mit einem Chef besser verstehst....

Interviewee 7:

Ne, ich glaube es ist scheiß egal Interviewee 6. Entweder du machst diese Regelbrüche heimlich oder du machst die, wenn es dein Chef sieht, dann hast du es gut mit deinem Chef. Und wenn du es nicht so gut hast mit deinem Chef, dann machst du es heimlich ist. Es ist scheißegal ob du es gut hast oder nicht, brechen tust du sie sowieso. Wenn du rauchen willst, dann gehst du rauchen, wenn du trinken willst, trinkst du und wenn du das Besteck nicht mehr zurückgeben willst... Es ist scheißegal. Entweder du machst es heimlich oder du machst es offiziell, wenn du es mit deinem Chef gut hast.

Interviewee 6:

Aber es hilft schon sich mit dem Chef besser zu verstehen.

Interviewee 7:

Natürlich, das macht es ein bisschen einfacher.

BP:

Ja, sonst macht es ein bisschen einfacher. Wenn ich dann aber sagen würde, das heißt, wenn man eine gute Bindung zum Chef oder zum Team, bricht man mehrere Regeln.

Was sagt ihr dazu?

Interviewee 7:

Nein.

Interviewee 6:

Vielleicht nicht mehrere, aber öfter.

Interviewee 7:

Ich bin der Meinung, du machst exakt gleich viele Regelbrüche, ob du es gut hast oder nicht. Einerseits macht es heimlich oder du machst es halt offiziell gut.

Interviewee 6:

Du kannst halt auch nicht mehr brechen als es gibt. Ja das stimmt.

BP:

Was glaubt ihr denn bräuchte man als Kellner oder Kellnerin, dass man keine Regeln bricht?

Interviewee 6:

Regelmäßige Alkoholtest während der Arbeit (lachen beide).

BP:

Also mehr Kontrolle?

Interviewee 6:

Ja, irgendwo ist es ja schon ein bisschen doof, wenn du kontrollieren wirst. Dann fühlst du dich ja wieder in deiner Freiheit eingeschränkt. Weil dann denkst du dir, ist doch kacke, wenn hier alles kontrolliert wird, dann machst du deine Arbeit nicht mehr. Dann haste keinen Bock mehr. Dann überträgt sich das aufs Team, auch die Gäste merken, dass was nicht stimmt und dementsprechend glaube ich, dass die das eben nicht machen können. Weil es dem Team Gefühl oder auch dem Hotel oder Restaurant einfach schaden würde, wenn die Mitarbeiter sich dann untereinander anzicken.

Interviewee 7:

Ich würde eher sagen, dass es mehr damit zu tun hat... Man sollte ihnen mehr geben, wie zum Beispiel sage "Hey, ihr könnt trinken, natürlich könnt ihr trinken, einfach erst nach Feierabend, ihr könnt dann gerne eure zwei Bier haben, gratis". Aber halt erst, wenn die ganze Arbeit erledigt ist. Dann können wir alle zusammensitzen, was trinken und rauchen gehen.

Interviewee 6:

Ich glaube es gibt auch mehr Anreiz, dass man dann schneller fertig wird und effektiver zusammen arbeitet.

Interviewee 7:

Erstens das und man würde dann nicht mehr heimlich trinken, weil du weißt du kriegst nachher sowieso gratis dein Glas Wein oder dein Bier. Und was kosten zwei Bier für einen Betrieb? Das kostet eigentlich gar nichts. Auch ein Glas Wein kostet nicht viel für den Betrieb. Also natürlich, wenn du ein Team von 30 Personen hast, dann kostet das schon was.

Interviewee 6:

Das kann man immer noch abschreiben als Schulungskosten.

BP:

Oder Schankverlust

Interviewee 7:

Ja, ich glaube das ist wahrscheinlich noch besser als wenn du sagst Kontrolle. Also würde mich eine die ganze Zeit kontrollieren, ich hätte kein Bock mehr.

BP:

Also das heißt eher Transparenz, verstehen, dass es sowieso gemacht wird und dann ein angemessenes Handeln

Interviewee 7:

Ja, weil es wird ja gemacht.

Interviewee 6:

Ja, jeder freut sich ja dann auf Feierabend, weil er weiß, wie Interviewee 7 eben gerade gesagt hat, es danach ein Gläschen oder zwei gibt. Dann arbeitet man auch als Team effektiver zusammen, weil man dann eventuell sagt "Hey, komm, wenn wir jetzt schnell alle noch anpacken, sind wir schneller fertig umso schneller fertig sind, umso schneller können wir ein Bier trinken".

BP:

Okay. Ne ganz andere Frage. Habt ihr schon jemals bewusst eine Regel gebrochen, um einem Kollegen zu unterstützen oder zu helfen?

Interviewee 6:

Ja, was ich vorher schon gesagt habe. Man sagt "ich decke hier schnell ein und in dieser Zeit kannst du rauchen gehen und wenn du zurück kommst gehst du eine rauchen". Oder ich geh rauchen, du machst fertig und gehst besteck polieren und ich komme nach dem Rauchen dazu.

Interviewee 7:

Ich hab mal einen Chef gesagt, der hat mich gefragt, ob die eine Kollegin schon da ist, die ist regelmäßig bekommt, und ich habe dann gesagt, ja sie ist schon da. Sie ist im Room Service, in Haus 9. Und Haus 9 ist soweit weg, dann hat er gesagt "okay, ist gut". Dann habe ich etwa 15 Mal probiert, diese Kollegin anzurufen um zu sagen "Meine Güte, du bist dann bei Haus 9, wenn dich der Chef fragt" und sie ist dann gekommen, der Chef hat sie gefragt und sie meinte sie war Room Service machen. Tip Top. Rein theoretisch war das auch nicht korrekt von mir.

Interviewee 6:

Rein theoretisch hätte der Chef das auch einfach kontrollieren können, weil wir hatten Fingerprint einstempeln. Aber vielleicht hat es ihn nicht interessiert, oder er hat uns einfach geglaubt.

Interviewee 7:

Er hat uns das geglaubt.

BP:

Warst du damit mit dieserXX gut befreundet?

Interviewee 7:

Nicht unbedingt, nein, aber sie hat mir so leidgetan, weil sie schon so oft verschlafen hatte, das gibt es ja nicht. Sie tut mir wirklich leid. Und wenn sie jetzt wieder verschläft hätte sie sicher Ärger bekommen. Da dachte ich, heute mal nicht. Das nächste Mal, wenn jemand anders da ist, der verpfeift sie dann aber ich nicht.

BP:

Sehr nobel.

Interviewee 6:

Ja, es gibt ja dann wieder was zurück. Zum Beispiel sagt die Kollegin dann eben in der Bar, bekommst du zwei Bier von mir.

BP:

Ja, aber Interviewee 7, ich kann mich erinnern, dass du unglaublich gutherzig warst. Also zu jedem immer. Auch wenn du Leute nicht gemocht hast.

Interviewee 6:

Außer XX.

Interviewee 7:

Ja, den habe ich gehasst.

BP:

Der Bar Manager? Wow, ja, ich mochte den auch nicht.

Interviewee 7:

Ja der war scheiße, ich weiß, wir haben den alle scheiße gefunden.

BP:

Ja, wegen ihm bin ich ins Restaurant gekommen, weil ich habe mich nicht mit ihm verstanden.

Interviewee 7:

Ja genau! Ja, das stimmt.

Interviewee 6:

Ja, stimmt, der hatte dich ja auch ein bisschen denunziert und so.

BP:

Der hat mich nicht so gefördert wie ich das gebraucht hatte. ich bin halt gerade aus der Ausbildung gekommen und dann ist er immer zu spät gekommen. Dann war er halt voll mit seinem Ego und mit seiner hässlichen Jacke.

Interviewee 7:

Er war beknackt mit seinen Haaren.

BP:

Hättest du für ihn denn gelogen?

Interviewee 7:

Nein. Für Leute, die ich dermassen nicht mag, nein. Für alle anderen ja. Jeder hat mal Pech gehabt und kommt zu spät. Meine Güte, jeder hat mal einen scheiß Tag, wo du dir denkst, ich will nicht schuld sein, wenn du zusammengeschimpft wirst. Das tut mir dann so leid für die. Da denke ich mir lieber, wenn es so einfach ist, das zu umgehen, dann lieber so.

BP:

Eine andere Frage. Kennt ihr das Konzept von Code of Conduct oder Ethik Kodex Glaube ich heißt auf Deutsch.

Interviewee 7:

Nein.

Interviewee 6:

Ja, das gab es auf dem Schiff.

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00:00:00

Interviewee 6: Gabs auf dem Schiff. Den habe ich sogar noch irgendwo hier. Warte mal.

00:00:00

Interviewee 7: Was ist das?

00:00:15

BP: Normalerweise steht da drinnen, was eine Firma sich erwartet vom Verhalten und so..

00:00:25

Interviewee 6: Ich wusste doch, ich brauche es noch, aber wir haben es weggeschmissen. Ich finde es nicht mehr. Aber es gibt es auf jeden Fall am Schiff, hundertprozentig.

00:00:59

BP: Ja, genau.

00:00:59

Interviewee 7: ich habe noch nie davon gehört.

00:01:00

BP: Obwohl ihr auf dem selben Schiff wart.

00:01:00

*Interviewee 6:* Es geht nur darum, dass im Sinne des Betriebes agiert.

00:01:14

*BP:* Ja genau.

00:01:17

*Interviewee 6:* Hatte ich irgendwo mal, vielleicht finde ich die noch, dann kann ich dir den schicken.

00:01:22

*BP:* Ja, das gar nicht so Wichtige. Es geht eher um ... Weißt du denn, was da drinnen steht und hast du denn nach diesen Regeln gehandelt?

00:01:31

*Interviewee 6:* Nein.

00:01:32

*Interviewee 7:* Was steht den da drinnen?

00:01:37

*Interviewee 6:* Also im Prinzip sind sie ja eigentlich Hausregeln bzw. ein Leitfaden von der Firma bzw. von dem Unternehmen, das die an die Hand gibt wie du diesen Betrieb repräsentiert im Auge des Gastes.

00:02:00

*BP:* Ja.

00:02:00

*Interviewee 6:* Also repräsentiert hab ich da, wo ich gearbeitet, immer. Aber ob ich im Sinne für den Gast gehandelt habe, weiß ich nicht.

00:02:16

*BP:* Für die Firma dann, weil für einen Gast handelst du ja immer.

00:02:19

*Interviewee 6:* Ja für die Firma. Ja, okay.

00:02:23

*BP:* Ich meine, Interviewee 7, du wusstest gar nicht, dass es so etwas gibt, aber glaub ihr denn...

00:02:28

*Interviewee 7:* Vielleicht hab ich sowas schon mal unterschrieben. Das kann sein.

00:02:31

*Interviewee 6:* Doch, so etwas mussten wir mit Sicherheit unterschreiben, ich schau da nochmal nach später.

00:02:31

*Interviewee 7:* Ich habe mir das nie durchgelesen, was ich unterschrieben habe.

00:02:38

*BP:* Glaubt ihr denn, so einen Leitfaden würde euch helfen?

00:02:45

*Interviewee 6:* Naja, es gibt ja einen Leitfaden. Aber wenn der halt einfach nur hingeworfen wird vom Konzern. Wenn der einfach nur so hingeworfen wird und gesagt wird hier unterschreibe....



00:03:00

*Interviewee 7:* Kann ich kurz etwas fragen. So ein Leitfaden ist es so etwas wie, dass du sagst, du kommst mit frische Uniform oder frischen Haaren und so?

00:03:06

*Interviewee 6:* Genau.

00:03:10

*Interviewee 7:* Dass du dieses Hotel so repräsentiert, wie sie sich das wünschen. Also das ist dann scheißegal, ob es aufgeschrieben ist oder nicht, dann macht es trotzdem so wie du denkst. Entweder du respektierst das und machst das oder nicht.

00:03:19

*Interviewee 6:* Naja, wenn deine Uniform dreckig ist, dann kriegst du eine auf den Deckel und der Chef schickt dich Uniform wechseln. Bei der SBB z.B. ist bevor du zum Zug gehst, ist immer ein Spiegel da und dann siehst du dich selber und dann heißt es Bist du zufrieden mit dir?

00:03:50

*Interviewee 7:* Ja aber Birgit, das ist die gleiche Scheiße, wie mit dieser Schminke im XXXX, wo die wollten, dass wir uns so sehr schminken und dass wir diese bestimmte Frisur brauchen und ich stundenlange versucht habe zuhause das zu üben. Dann musste ich mir noch extra Schminke kaufen und die zu mir gekommen sind und meinten das ist zu wenig Farbe, Sie brauchen mehr Farbe. Wie Luana, mit ihren Gelben und Roten Farben... Nein, sowas will ich ja nicht.

00:04:17

*Interviewee 7:* Wurde nicht die Freundin von Martin, oder wie der hieß, extra noch in die Boutique geschickt um zu lernen wie man sich dem Hotel gerecht schminkt...

00:04:18

*BP:* Ich war das.

00:04:28

*Interviewee 7:* Ja, sie war das.

00:04:28

*Interviewee 6:* Ach du warst das?

00:04:28

*BP:* Ich musste in den Spa zum Schminken.

00:04:28

*Interviewee 6:* scheisse.

00:04:35

*Interviewee 6:* Ja, das ist z.B. im Code of Conduct..

00:04:40

*Interviewee 7:* Aber siehst du, ich habe nie Farbe gekauft. Ich habe mich geweigert, mir dort meine Augenbrauen zu schminken und Lidschatten zu benutzen.

00:04:47

*Interviewee 6:* Aber das ist ein Extrembeispiel, das der Betrieb dich zwingt sowas zu tun.

00:04:54

*Interviewee 7:* Ich weiß nicht, ob es im Vertrag gestanden hat und ich es nicht gesehen habe.

00:04:58

*Interviewee 6:* Nein, ich denke nicht. Man müsste nachgucken aber ich glaube zu 90 Prozent zu wissen, dass da nichts drin stand.

00:05:06

*BP:* Ja okay, das eigentlich krass. Es ist schon frech, dass sie das verlangt haben.

00:05:12

*Interviewee 6:* Eben

00:05:13

*Interviewee 7:* Ja, vor allem hätte ich das früher gewusst, hätte ich da oben nie angefangen.

00:05:16

*Interviewee 6:* Ja richtig.

00:05:16

*BP:* Ich auch nicht.

00:05:18

*Interviewee 7:* Nein, weil es ist nicht mein Style sich so zu schminken und sich diese Frisur zu machen.

00:05:20

*Interviewee 6:* Da wären wir gleich ins The Chedi gefahren.

00:05:22

*BP:* Oh Gott. Okay.

00:05:26

*Interviewee 6:* Aber diesen Code of Conduct... Ja, also wenn man da so eine regelmäßige Sache draus macht. Es hat aber auch wieder was mit Zwang und Kontrolle zu tun. Aber dass man ab und zu mal nachfrage was die Konzern-ziele oder die die Ziele von einem größeren Hotel sind.

00:05:48

*BP:* Da steht ja nicht nur drinnen, wie du dich anziehen musst oder dass du deine Augenbrauen nachziehen musst. Da steht auch z.B. drinnen dein Verhalten. Also Marriott oder Hilton haben drinstehen, das natürlich nicht rassistisch handeln sollst oder so.

00:06:07

*Interviewee 7:* Ja.

00:06:10

*BP:* Diese Verhaltensregeln sind ja meistens eigentlich sehr gut gemeint, aber es gibt viele Leute die nicht wissen, dass es die gibt oder die sie nicht einhalten. Was glaubt ihr ebräuchte man oder müsste man tun, damit die auch gelebt werden?

00:06:34

*Interviewee 7:* Ich glaube, die Verhaltensregeln sind von jedem Menschen selber bestimmt, ob du das so ein Mensch bist oder nicht. Ich meine ich bin so nicht rassistisch und bin dann dementsprechend auch nicht bei Arbeit. Aber wenn du so schon rassistisch bist, dann kannst das nicht einfach bei Arbeit abstellen wie mein Arbeitskollege, der ich auch rassistisch.

00:06:55

*Interviewee 6:* Der Marco.

00:06:56

*Interviewee 7:* Der Marco.

00:06:57

*Interviewee 6:* Ja der Marco ist rassistisch.

00:06:57

*Interviewee 7:* Der kann es dann nicht einfach abstellen.

00:06:59

*Interviewee 6:* Der ist 18.

00:07:02

*BP:* Der lernt noch.

00:07:04

*Interviewee 7:* Ich glaube das geht darum, wie und wo du aufgewachsen bist und wie du als Mensch bist. Du kannst dich nicht verstellen auf diese acht, neun, zehn Stunden bei Arbeit und dann ein anderer Mensch sein.

00:07:17

*Interviewee 6:* Vor allem in der Gastro, wenn du in größeren, besseren Hotels arbeitest, hast du ja immerhin internationale Gäste.

00:07:28

*Interviewee 7:* Was hat das damit zu tun?

00:07:30

*Interviewee 6:* Und wenn du jetzt z.B. Rassist oder ausländerfeindlich bist, dann ist es für dich ja irgendwie wie eine Phobie Bekämpfung.

00:07:42

*BP:* Das stimmt.

00:07:42

*Interviewee 6:* Das ist wie, wenn du keine Spinnen magst, aber die eine Tarantel nach Hause holst.

00:07:48

*BP:* Sagen wir mal nicht rassistisch. Aber so generell, was kann das Management tun, damit es sicherstellt, dass dann ein Mitarbeiter eben nicht rassistisch ist?

00:08:05

*Interviewee 7:* Keinen Rassisten einstellen.

00:08:09

*BP:* Okay, mir fällt leider kein anderes Beispiel als Rassismus ein.

00:08:13

*Interviewee 7:* Ja du du kannst nicht einen Menschen ändern.

00:08:16

*Interviewee 6:* Jemand der finanziellen Probleme hat z.b....

00:08:18

*BP:* Oh ja. Eine Person der mit dem Trinkgeld rumspielt.

00:08:22

*Interviewee 6:* Ja, der das Trinkgeld für sich behält.

00:08:29

*Interviewee 7:* Das hat aber auch mit der Ehrlichkeit vom Mensch zu tun, entweder bist du ehrlich oder nicht.

00:08:33

*Interviewee 6:* Ja natürlich, aber ...

00:08:37

*Interviewee 7:* Ich habe zu jedem in meinem jetzigen Betrieb Vertrauen. So wie heute. Ich wußte der der Aerni gib mir noch Trinkgeld, bin aber heute nicht da. Ich weiß, Aerni ist ein ehrlicher Menschen, der wird mir das Trinkgeld beiseite tun. Und nach drei Stunden kam die Nachricht, er hat mir noch Trinkgeld gegeben. 50 Franken. Er behält es momentan noch bei sich. Das hat aber mit Ehrlichkeit zu tun und auch das kannst du nicht erzwingen, auch das musst du von Mensch her sein. Ein ehrlicher Mensch.

00:09:02

*Interviewee 6:* Ja.

00:09:02

*BP:* Glaubst du nicht, dass du das trainieren kannst?

00:09:05

*Interviewee 6:* Definitive.

00:09:05

*Interviewee 7:* Nein. Du bist entweder ehrlich oder nicht. Du bist dumm oder bis intelligent. Du bist Rassist, du bist kein Rassist, entweder du magst Katzen, du magst keine Katzen.

00:09:20

*Interviewee 6:* Die Frage stellt sich gar nicht bei Katzen.

00:09:21

*Interviewee 7:* Ja jeder mag Katzen.

00:09:26

*BP:* Aber wenn du sagst, sowas kann sich nicht ändern, dann wär das ja von deiner Hinsicht immer ein Glücksfall ob du ein cooles Team hast du, oder nicht?

00:09:37

*Interviewee 7:* Ja, das ist meine Meinung.

00:09:39

*BP:* Glaubst du nicht, dass man Teamwork und Team Zusammenhalt trainieren kann?

00:09:43

*Interviewee 7:* Doch.

00:09:44

*Interviewee 6:* Doch.

00:09:44

*Interviewee 7:* Team Zusammenhalt, Teamwork kannst du trainieren, aber du kannst nicht eine Ehrlichkeit in dem Menschen trainieren. Einem der unehrlich ist, der lügt, dem würde ich nicht mein Stock dann anvertrauen, meine 500 Franken, mein Portemonnaie. Wenn irgendjemand schon ein paarmal gelogen hat, dem gebe ich mein Portemonnaie nicht. Dann sag ich Nein. Aber Team Work und Team Zusammenhalt, das kann man schon trainieren.

00:10:18

*BP:* Würdest du sagen das Teamwork, das Regelbrechen positiv beeinflusst? Ich persönlich glaube, dass sich weniger Regeln brechen würde, wenn ich wüsste, dass ihr zwei, weil ihr in meinem Team seid, irgendwie negative Konsequenzen aus dem holen könnt, weißt du....

00:10:42

*Interviewee 7:* Ja.

00:10:43

*BP:* Wobei, wenn ich irgendwen nicht mag ....im Dolder Team hätte ich sicher mehr Regeln gebrochen.

00:10:49

*Interviewee 6:* Hast du aber nicht, weil?

00:10:57

*BP:* Ich war zweimal im XXX. Im ersten XXX Team habe ich mich unglaublich gut mit meinem Restaurantleiter verstanden und war ihm deswegen loyal und wollte keine Regeln brechen und Heiko Nieder auch sehr loyal, ich liebe Heiko Nieder und im zweiten Team...

00:11:12

*Interviewee 6:* Der Koch oder?

00:11:16

*BP:* Ja, das war cool, da haben wir Koch des Jahres gewonnen 2018, glaube ich.

00:11:21

*Interviewee 6:* Wir haben Hotel des Jahres gewonnen, haha.

00:11:21

*BP:* Ja, das war so toll. Da gab es so viel zu feiern.

00:11:30

*Interviewee 6:* Das gab es bei uns auch, das stimmt.

00:11:31

*BP:* Auf jeden Fall, beim zweiten hatte ich eine komische Chefin, die war unglaublich falsch. Die war so hinterhältig, also ich bin auch besoffen auf die Arbeit gegangen. Das hat Heiko Nieder auch gemerkt und hat dann gesagt Solange du deine Arbeit magst, ist mir das wurscht. Aber ich mir war es egal, weil ich sie nicht mochte.

00:11:57

*Interviewee 7:* Also ich würde keine Regeln brechen, die anderen Leute beeinflussen. Ich glaube, ich würde nur Regeln brechen, wenn ich weiß, es geht um mich. Obwohl, dass stimmt auch nicht. Wenn ich trinke, dann hat niemand was davon, enn ich meinen Job nur larifari mäßig macht, stimmt schon.

00:12:20

*Interviewee 6:* Ich bin jetzt auch gerade am überlegen, wer mal in einem Team von mir oder uns war, der sich nur ausschließlich um sich gekümmert hat. Außer vielleicht XX, aber der ist eine andere Liga.

00:12:42

*BP:* Doch, wisst ihr an wen ich mich da erinnere? Die Blonde...

00:12:48

*Interviewee 6:* Ach die Valerie! Die Idiotin.

00:12:54

*BP:* Also mit der hatte ich nicht so viel Zusammenhalt gehabt wie mit euch oder mit Andrea z.b.

00:13:00

*Interviewee 6:* ja mit der kannst du auch nicht zusammenarbeiten.

00:13:02

*Interviewee 7:* Ich weiß noch, ich hab ihr meine zwei Freitage mal gegeben für irgendwas.

00:13:06

*Interviewee 6:* Ja, weil sie unbedingt zum Arzt musste oder so.

00:13:08

*Interviewee 7:* Dann hab ich sie mal gefragt, ob ich den Freitag bekommen und dann hat sie nein gesagt. Da denke ich mir "Alter", ich geb dir auch meine Tage ohne mit der Wimper zu zucken. Das ist doch so, du brauchst Frei, dann geb ich dir meine Tage.

00:13:19

*Interviewee 6:* Auch wenn ich dich nicht mag...

00:13:21

*Interviewee 7:* ...auch wenn ich dich nicht mag...

00:13:22

*Interviewee 6:* weil wir Kollegen sind.

00:13:23

*Interviewee 7:* Aber dann brauch ich einen Tag fürs Vorstellungsgespräch und ich habe ihn nicht bekommen.

00:13:41

*BP:* Und dann war sie Ostern auch nicht da. Oder war sie mit ihrer Mama als Gast zu Ostern oder?

00:13:48

*Interviewee 7:* Ja genauso

00:13:49

*BP:* Hause Haus voll und sie als Gast da.

00:13:51

*Interviewee 7:* Ja, blöde Zwetschke.

00:13:51

*Interviewee 6:* Die war nimmer ganz knusprigen.

00:13:55

*BP:* Wenn ihr rauchen geht und ein anderer passt auf, damit ihr rauchen könnt, zieht ihr diese Person ja mit ins Regeln brechen.

00:14:07

*Interviewee 6:* Ja, aber das ist glaube ich auch wieder so eine tolerierbaren Grenze, die auch glaube ich Auslegungssache ist.

00:14:15

*BP:* Wo hört denn die tolerierbare Grenze auf?

00:14:18

*Interviewee 6:* Wenn derjenige schon mit seiner Station fertig ist und alles parat hat, der

eigentlich nichts mehr im Gastraum zu suchen hätte, kann man ja sagen: Hey, falls trotzdem nur zu Tisch zu mir in die Station kommt, kannst du den ja nehmen, weil du ja nur noch einen oder zwei hast. Du schaffst es ja noch.

00:14:38

*Interviewee 7:* Ich muss ehrlich sagen, ich bin soweit ein Egoist, dass ich regelmäßig gesagt habe es ist mir wurscht, ob irgendjemand auf meine Station guckt oder nicht, Ich gehe trotzdem eine rauchen. Ob ihr dann nachschaut oder nicht, ist mir eigentlich wurscht.

00:14:51

*Interviewee 6:* Außer wir haben zusammen gearbeitet.

00:14:55

*Interviewee 7:* Ja, bei uns war es einfach, weil wir uns kannten.

00:14:58

*BP:* Okay, danke! Ich glaube, ich bin durch mit meinen Fragen, die ich für meine Bachelorarbeit brauche.

00:15:07

*Interviewee 7:* Konnten wir helfen?

00:15:07

*Interviewee 6:* Jetzt schon?

00:15:08

*BP:* Ja klar. Die letzten paar Tage wo ich diese Interviews geführt habe, bekam ich immer so unglaublich Lust, wieder anzufangen. Ich habe dann unglaublich viel Spaß.

00:15:22

*Interviewee 6:* Mit der Gastro oder mit dem Interview nochmal von vorne?

00:15:27

*BP:* Nein, das ist unglaublich langweilig. Heute nicht, ihr wart unterhaltsam.

00:15:31

*Interviewee 7:* Also ich muss sage, sobald ich wieder zurückdenke an Zeiten von den großen Hotels, vom XXXX, auch von der XXXX... Es hat schon Spaß gemacht.

00:15:41

*Interviewee 6:* XXXX und XXXX war ne richtig geile Zeit da Oben. XXXX, da bist du aus dem Personal Zimmer raus und direkt warst du auf der Piste.

00:15:58

*BP:* Wie cool.

00:16:03

*Interviewee 6:* 2018 hab ich das Ski-opening gemacht. Da bin ich als erster mit der Kollegin die Abfahrt runter. Da ist die Pistenraupe gerade in die Garage gefahren und wir sind hinten dran direkt in den frisch präparierten Schnee gefahren. Das war eine Sensation, weil wir kamen dann unten an und haben die Leute ausgelacht, die erst jetzt auf die Gondel können.

00:16:35

*Interviewee 7:* Die Gastro ist schon eine geile Zeit. Man erlebt mehr Positives als Negatives.

00:16:43

*BP:* Ja. Ich muss ganz kurz fragen, du hast ja nur Restaurant Fachfrau gemacht oder?

00:16:46

*Interviewee 7:* Ja, weil bei uns in der Schweiz, wenn du Hotelfachfrau lernst, dann machst du Zimmer. Du bist dann ganz kurz im Service, aber hauptsächlich bist du am Zimmer putzen. Es ist nicht so wie in Deutschland. In der Schweiz, Hotelfachfrau ist dem Zimmermädchen und Restaurantfachfrau ist Restauration.

00:17:12

*Interviewee 6:* In Deutschland und Österreich wird ja auch unterschieden zwischen Hotel und Restaurant Fachfrau oder Mann.

00:17:20

*Interviewee 7:* Bei uns ist es nur Zimmermädchen, Hotelfachfrau.

00:17:23

*Interviewee 6:* Das meine ich ja, in Deutschland und Österreich ist es ja Restauration und Hotelfachmann ist mehr auf Service oder du machst Zimmermädchen.

00:17:39

*BP:* Ich habe Koch Kellnerin gemacht, aber ich glaube es gibt Restaurantfachfrau, aber ich weiß es nicht. Tatsächlich. Aber warum bist du nie in Front Office gegangen?

00:17:55

*Interviewee 6:* Ich?

00:18:00

*BP:* Warum hast du dich für das Restaurant entschieden?

00:18:02

*Interviewee 7:* Weil es geiler ist, weil es mehr Spaß macht.

00:18:08

*Interviewee 6:* Ich glaube, in der Ausbildung hab ich drei Monate Rezeptionen gemacht. Es hat echt Spaß gemacht. Es war auch schön, dass man da als erste Anlaufstelle für die Gäste da war. Aber der Service hat das gewisse Etwas noch gehabt, glaube ich. Die Zusammenarbeit mit der Küche, die ist dies so speziell gut. Da hat mehr Funken übergesprüht, das war einfach so.

00:18:39

*BP:* Also die Team dynamik dann?

00:18:43

*Interviewee 6:* Ich denke ja. Weil die Rezeptionisten, es sind immer so ein kleines Häufchen Elend für sich.

00:18:49

*BP:* und haben keinen Spaß.

00:18:53

*Interviewee 6:* Ja und meckern nur über die nervigen Gäste, was die nicht wieder für Probleme bei der Anreise hatten und wir sollen sie doch alle ganz nett behandeln.

00:19:04

*BP:* Okay, alles klar. Darum F&B.

00:19:08

*Interviewee 6:* Ja, das wäre meine Meinung. Warum bist du nie an die Rezeption?

00:19:09

*Interviewee 7:* Ich war nie an der Rezeption. Das einzige neben Service in meiner Ausbildung waren zwei Wochen Küche. Ich hätte drei Monate machen müssen und war nur



zwei Wochen da, weil ich 400 Weihnachtskekse verbrannt hatte und man die wegschmeissen musste. Der Chef meinte, ich komm nicht mehr in die Küche. Ich war nie an der Rezeption, nie in den Zimmern. Teil der Ausbildung bei uns ist Ökomatine, also Bestellungen abgeben.

00:19:49

*BP:* Also Einkauf?

00:19:49

*Interviewee 7:* Genau, Einkauf. Also 3 Monate Einkauf, 3 Monate Küche und der Rest bist du nur Service von Bar, Bnakett, Room Service, Frühstück, abends.

00:20:06

*Interviewee 6:* Ach verrückt. Warum bist du nicht im Einkauf geblieben? war zu langweilig?

00:20:14

*Interviewee 7:* Ist viel zu langweilig, da sitzt im Keller unten und macht Bestellungen. Nein, das ist nichts für mich.

00:20:21

*BP:* Ich kann mir das auch nicht vorstellen. Da fehlt alles, was man so schön findet, an der Gastro oder Hotellerie. Eben die Gäste und der Spaß und dieses ungeplante. Oder man weiß, dass man schon schwimmen wird und untergehen wird und man muss da ja auch das Beste draus machen.

00:20:46

*Interviewee 7:* Im XXX bin ich fast einmal nach Hause gegangen während des Services.

00:20:54

*BP:* Warum?

00:20:54

*Interviewee 6:* Na die Hostess, sie hat es noch nicht mal mit Absicht gemacht, weil man ihr gesagt hat, als erstes werden Fenster Tische vergeben.

00:21:09

*Interviewee 7:* Nein, sie hat das einfach nach Plan gemacht. Jemand hat den Plan geschrieben. Sie ist nach dem Plan gegangen, ganz offiziell. Leider sind in diesem Plan alle Menschen zuerst bei Thomas auf Station gekommen und wir hatten die größte Station. Jeder von uns hatte an sich an die 30 Gäste auf Station sitzen und waren an der rechten Seite vom Restaurant zusammen. Und danach war das komplette Restaurant leer, außer seine Station, die war bombenvoll.

00:21:36

*Interviewee 6:* Sie hat mir eben 6, 7 Tische einmal geben und im XXXX ist es so, Du gehst hin. Du musst. Apéro Empfehlung, gibts die Weinkarte, fragst nach Wasser und Apéro und und bringst es dann. Dann kommt der nächste Tisch dran und der nächste und der nächste und der nächste. Und irgendwann hab ich dann gesagt, das mach ich nicht mehr mit.

00:21:58

*Interviewee 7:* Ich glaube, es war da schon alles zu viel für dich und dann hast du doch gesagt "Nö, das wars" und bist gegangen

00:22:03

*Interviewee 6:* Ich bin nicht nach Hause gegangen, bin nur ins Back Office und habe mir einen Espresso genommen.

00:22:05

*Interviewee 7:* Du hast gesagt, du gehst, weil der Chef ist zu mir gekommen und meinte, Das gehört jetzt alles dir. Da hab ich gesagt ich kann keine Station von 60 Menschen machen. Das ist unmöglich.

00:22:29

*Interviewee 6:* Ich bin nur ins Backoffice gegangen, habe einen Espresso getrunken, habe mir 5 Minuten gegeben und bin dann wieder raus.

00:22:35

*Interviewee 7:* Nein, du warst Rauchen, weil ich bitte zu dir zum Rauchen kommen hab gesagt Komm zurück du Vogel.

00:22:39

*Interviewee 6:* Da verwechselst du was. Aber ich bin nicht nach Hause und hab der Hostess danach oder kurz davor nochmal mit ihr geredet. Sie hat es dann auch verstanden, aber sie hat es auch dann nie wieder gebracht. Bei niemandem.

00:23:07

*BP:* Vielleicht war das der Learning Moment, denn sie gebrauchte hat und vielleicht hast du ihr da sehr viel weitergeholfen in ihrer Karriere.

00:23:19

*Interviewee 6:* Ich glaube nicht. Bei der ist nichts mehr von der Karriere übrig. Die ist danach auf ein Schiff und danach haben wir ein Bild gesehen, dass sie gepostet hat und wir waren sehr verängstigt bei ihrem aufgespritzten Gesicht.

00:23:55

*BP:* Ja die Gastro. Ist einfach so

00:23:55

*Interviewee 6:* Ich werde sie vermissen.

00:23:55

*Interviewee 7:* Du kannst ja zu mir kommen und ein bisschen aushelfen.

00:24:16

*Interviewee 6:* Nein, das war gutes Weihnachtsgeld. Gutes Überbrückungsgeld, aber nein.

00:24:23

*BP:* Hast du über Weihnachten ausgeholfen?

00:24:23

*Interviewee 6:* Am 19. Oktober hatte ich lass dir meinen letzten Arbeitstag und hab erst am 1. November dann angefangen bzw. 2. November und in den Tagen dazwischen habe ich einfach mal ausgeholfen.

00:24:42

*Interviewee 7:* Nicht nur in diesen Tagen. Schon das ganze Jahr, wenn wir mal Not am Mann haben, wird immer gefragt ob du Zeit hast und zu Hause bist. Hast du schon was vor? Kannst du absagen (lachen beide). Er war immer so die Notfall Option.

00:25:00

*Interviewee 6:* Studieren da viele Deutsche bei euch eigentlich?

00:25:48

*BP:* Ja, bei uns studieren sehr viele Deutsche auf dieser Schule. Ich hab das vierjährige Studium gemacht, aber du kannst den Fast Track machen. Das sind eineinhalb Jahre,

und dann noch ein Praktikum im Management, danach hast du den Bachelor und das kannst du machen mit Berufserfahrung in der Hotellerie. Das heißt, es gehen viele nach der Ausbildung oder nach ein paar Jahren hier her. Und darum gehen unglaublich viele Deutsche nach der Ausbildung her, geben sich halt nicht für vier Jahre, sondern die eineinhalb bis zwei Jahre. Also wenn du sie irgendwann wieder vermisst, die Gastro und du möchtest mehr Geld verdienen, kann ich dir diesen Bachelor empfehlen. Wobei ich weiß gar nicht, ob es sich lohnt zu studieren, wenn du in der Gastro bleibst. Ich weiß es nicht.

00:27:10

*Interviewee 6:* Wahrscheinlich, dass du schnellere Chancen hast auf ne höhere Position

00:27:14

*BP:* Wahrscheinlich steigst du dann als F&B Manager ein oder so.

00:27:21

*Interviewee 6:* Ja, weil du bist dann Mitte zwanzig, Ende 20 und bist halt schon Restaurantmanager.

00:27:31

*BP:* Wobei ich das auch ein bisschen kritisch finde, weil also ich meine ich habe zwar die 4 Jahre gemacht, aber ich hätte die 2 Jahre auch machen können. Und wir haben schon so Leute dabei.... Also wir haben ja Praxis Blöcke auch. Also wir haben ja ein Hotel, ein kleines und zwei Restaurants in unserer Uni. Und dann bist du z.B. im ersten Jahr bist du Mitarbeiter. Das heißt, du hast einen Studenten, der dein Chef ist und im zweiten Jahr bist du dann der Chef und das ist schon krass irgendwie. Weil nach dieser Ausbildung glaubt halt jeder nur weil du 10 Wochen, keine Ahnung, in Dining Restaurant Manager warst mit sechszwanzig Sitzplätzen, dass du es auf einmal verstehst. Meine ich, war das auch. Ich habe mir das auch ausgesucht, aber weil ich das Fine Dining schon verstanden habe.

00:28:16

*Interviewee 6:* Weil du schon an der Quelle gearbeitet hast.

00:28:19

*Interviewee 7:* Das ist das, warum ich Hotelfachschüler immer gehasst habe. Im Schweizerhof, hab ich oft mit Hotelfachschule zusammengearbeitet.

## App 6.8: Focus Group 1 Translation English

BP:

Perfect

Interviewee 6:

I'll tell you where people still smoked. Oh, yes, we don't smoke any more.

BP:

Neither do I any more. Very good! Yeah, that was a lockdown thing too.

Interviewee 6:

We stopped two years ago.

BP:

Really? You must have saved yourselves an incredible amount of money.

Interviewee 7:

Yes

Interviewee 6:

That's why I have a child now. No, I think that was cheating, like, I'm already done because I really want to have a quick smoke, or I don't really have a break now, but I'm going to smoke.

Interviewee 7:

Isn't that what these questions are about, like normally you would discover cutlery with gloves or with a tray and then to make it quick you take the stuff by hand and put it down without shaking hands. And if it falls on the floor you don't give a shit, you don't go back and get a new knife and get the knife from the floor again.

Interviewee 6:

The famous 3 seconds rule.

Interviewee 7:

That's what it's about, isn't it?

BP:

It's actually about both. So it's ethical rule-breaking if you go out smoking when you're not supposed to go out smoking.

Interviewee 6:

I mean, you know. **It was like this, you said OK, now I'm going to smoke, then the other colleague did the work and then you come back and just switch. But it's still not allowed.**

BP:

Exactly. It was probably even specified somewhere what you are not allowed to smoke during a service.

Interviewee 6:

Well, in XXXX we had that, as long as there were guests in your own ward, you weren't allowed to go.

Interviewee 7:

Interviewee 6, it was also specified that we were not allowed to smoke.

Interviewee 6:

Actually, yes.

BP:

And that was broken...

Interviewee 6:

Also on the ship. Oh my God.

Interviewee 7:

It's the same with alcohol.

Interviewee 6:

**On the ship, 0.0 tolerance. 0.0 tolerance. No one complied.**

BP:

Not even the manager probably.

Interviewee 7:

No.

Interviewee 6:

Maybe the captain.

BP:

Yes, that's good. Can you tell me your whole F&B story in a nutshell, so to speak. Where have you been?

Interviewee 6:

Ladies first.

Interviewee 7:

Well, I was at the XXXX, 5 stars. Then I was at the XXXX, 5 stars. After that I was at the XXXX, 5 stars. After that I was at the Casino XXXX. After that I was on the XXXX 4 star expedition ship. Then I was at the XXXX, what was that, 5 stars or 4?

BP:

Yes, that was 5 stars.

Interviewee 6:

5 Plus or?

BP:

Yes, 5 Plus.

Interviewee 7:

After that I was at XXXX in XXXX, 5 stars plus.

Interviewee 6:

Plus Hotel of the Year.

Interviewee 7:

Then I was on the XXXX. I think it even had the 7 stars or 6.

Interviewee 6:

6 stars, another ethical question...

Interviewee 7:

Yes, that's not possible either (laughs). And then after the XXXX I was at the XXXX, 4 stars plus. And now I'm in a simple restaurant. A small boutique hotel has no stars and nothing.

Interviewee 6:

Good home cooking.

Interviewee 7:

Very good cuisine.

BP:

Yes, perfect. Thank you.

Interviewee 6:

I started in German Germany training as a hotel specialist in 4 star plus, near Passau, XXX. Then I was in the XXXX in XXXX in the Bavarian Forest, in Bavaria again in the XXXX. Then I went on a ship in 2012, on the XXXX and in 2013 in May on the XXXX until April 2014. And in 2014 to 2015 actually with XXXX, among others on the XXXX, XXXX and XXXX. Then I was in XXXX, XXXX, XXXX, XXXX.

Interviewee 7:

You can say that your five-star hotel career was over.

Interviewee 6:

Yes, well, then my hotel or upscale gastronomy was also finished. Then I briefly worked in a start-up restaurant called XXXX. Vegan cuisine and young people, I would say. Then I stopped there and went to XXXX for a short while. But that wasn't worth talking about. Then I was at the XXXX and did that for almost a year and now I'm out of gastronomy and work at the XXXX.

BP:

Okay. You have quite a long gastro vita.

Interviewee 6:

Yes, 12 years old

BP:

Yeah cool. Real quick. So you and you are out of the guest because of the money?

Interviewee 6:

Also because of money and family reasons. Simply because it is easier with the working hours. I have the duty roster until the end of January.

Interviewee 7:

Normally you always have the duty roster for half a year.

Interviewee 6:

It's really mega good.

BP:

Yes, it's good that the restaurant is not family-friendly, we've known that for a while. Exactly. We've already talked about the rules briefly. Or you have already given me a few examples of what you have broken. What was the decisive experience where you said, OK, ethical rules were clearly broken here.

Interviewee 6:

Alcohol consumption at work on the XXXX

Interviewee 7:

Yes, I would have said that too. Alcohol consumption, but really bad.

BP:

Is that 5 stars?

Interviewee 7:

Yes, the 6 or 7 star ship.

Interviewee 6:

That was the most modern ship in the world. Maybe not in the world, but for our space.

Interviewee 7:

People paid an average of 20,000€ per trip. So if they were two people, they paid 40,000€ for a trip, which is far from normal prices. So there were rich people who expected a lot.

Interviewee 6:

Very rich people.

Interviewee 7:

And we were so drunk at half past six in the evening that sometimes you don't remember how you stocked the restaurant at 10 o'clock. So I don't know anymore from my side, very often not.

Interviewee 6:

Still never late for work.

Interviewee 7:

No.

BP:

Yes. Congratulations. Also an achievement.

Interviewee 6:

I don't find that congratulatory, but never mind. Yes, I think that was the most important thing.

Interviewee 7:

That was bad.

Interviewee 6:

That was really bad.

BP:

Was it just you or was it the whole team?

Interviewee 7:

I drank with my boss. I made up the first bottle of wine with my boss at 6 pm.

Interviewee 6:

My boss always told us not to show it to the sommelier.

BP:

Weren't you in the same restaurant?

Interviewee 7:

No

Interviewee 6:

I think that was a good thing.

Interviewee 7:

No, I drank upstairs with my boss and with the barista. It was usually three or four bottles of wine during the evening service, which you just choked down with teacups and sometimes a few beers in the afternoon or always a bottle of wine in the cabin.

Interviewee 6:

When you were on pool duty and there was not much going on, you would order a caipirinha or a mojito at the bar. You would order it, it would come and then you would put it down so that it would look like there was too much, that the guests had ordered it wrong. And then one of them paid attention and the other one quickly shot himself a Margarita.

Interviewee 7:

Everything was free for the guests. That has to be said. **Everything was free for the guests and because of that we also ordered what we wanted. We also ordered food. We ordered burgers. In the early service we ordered omlettes.** I undid the bottom seam of my waistcoat so that all the omelettes with bagels with salmon could spread into my waistcoat and then I ran home like a floaty tyre with two omelettes and buns and everything.

Interviewee 6:

Yes, the uniform was very food-transportive.

Interviewee 7:

I also put a few bottles of wine in there, so everything was smuggled, everything was ordered.

BP:

Okay, yes, a lot of rules have been broken.

Interviewee 6:

What rule was there, when the crew bar was closed, that everyone went somewhere else to get alcohol.

BP:

What was it like when you both say you were drinking with your manager, at what milieu or level would that have stopped?

Interviewee 6:

At what stage was it no longer possible?

BP:

So which manager would have said stop at some point if he had overheard something?

Interviewee 7:

Restaurant Manager.

Interviewee 6:

Exactly, we were drinking with the head of service and there is a restaurant manager above him.

BP:

So a restorations manager who is above all.

Interviewee 7:

Exactly, the one who was responsible for all the restorations and he would have beheaded us. He was very strict. No matter which one we had, they were strict.

Interviewee 6:

And the head sommelier, the Kosovar.

Interviewee 7:

Yes, he was also a bad guy.

BP:

He was also an evil one or correct?

Interviewee 7:

**He was correct. He was a bad one for us because we could not drink with him.**

BP:

All right. I assume that if you were watching each other's drinking, you had a very strong team.

Interviewee 6:

Yes, it was just naturally mainly on the ship, as always Filipinos and Filipinos or Asian people there.

Interviewee 7:

Well, there were 13 of us in my team. I was the only one who spoke German.

Interviewee 6:

Two of us were the only ones in the service who spoke German.

Interviewee 7:

We had 9 Filipinos there and the rest were from South America.

BP:

Did you get on well with the team?

Interviewee 6:

Yes, very good.

Interviewee 7:

Very good, but that's the money thing again. So also with many Indians or something. If I had any duty or had to clean something, I said Hey Brave, I'll give you 10 euros and you'll clean my station for me. And then my station was cleaned and I left.

Interviewee 6:

and he has an ice cream scoop to put on top as a thank you for the 10 euros.

BP: Nonsense.

Interviewee 6:

Of course, it's all mafia. On the XXXX we had a cabin cleaner who got 50 euros a month and cleaned the cabin every week.

Interviewee 7:

But that was almost legal. almost legal every time.

Interviewee 6:

No, that was not legal. Cabin cleaner is not legal.

Interviewee 7:

It didn't matter, everyone knew there was a cabin cleaner, even the captain.

Interviewee 6:

Of course, but it was still not allowed.

BP:

Okay. But it was overlooked.

Interviewee 6:

It was tolerated.

BP:

It was tolerated. Back to the XXXX...

Interviewee 7:

Yes, so please never go on holiday there!

Interviewee 6:

No, never!

BP:

Okay, I don't have the money either.

Interviewee 7:

We once gave the guests, the sommeliers did... We didn't have any rosé wine on board once...

Interviewee 6:

Oh, yeah. That was bad.

Interviewee 7:

Then the sommelier mixed the Shiraz and the Chardonnay together, bottled it and said "We have rosé wine again", 6 star plus hotel, and that's what we served. 6 stars plus.

BP:

That's such a good example. I have so many questions right now. (laughs)

Interviewee 6:

(laughs) I think we'll postpone shopping.

BP:

You just tell me when you have to go, don't you?

Interviewee 6:

No, no. We have time.



BP:

Okay, you have broken rules yourselves. And I'll come back to that. But if you say now that your sommelier sold wine that wasn't there...

Interviewee 6:

Right.

BP:

What did you do there?

Interviewee 7:

Well, I didn't serve it. I refused to serve it because I said it was going too far. I'm involved in a lot of shit, but it's going too far for me to mix a Shiraz and a Chardonnay together and sell that to the guests from a super French rosé, I won't do that. I refused to do that, but everyone else did.

Interviewee 6:

I also refused to do it.

BP:

There you both refused....

Interviewee 7:

Yes, that's too strong. Think about it, they pay 20,000, want their glass of rosé wine from France and we serve them something thrown together.

Interviewee 6:..

.from two different countries, for a start!

BP:

Yes, you just don't.

Interviewee 7:

No, so it stops somewhere.

Interviewee 6:

Well, that was the most unethical thing I have ever experienced.

BP:

And were there any consequences for you because you refused to participate?

Interviewee 6:

No.

Interviewee 7:

No

BP:

Okay... You just didn't bring it up?

Interviewee 6:

I simply mentioned to the guests that unfortunately we don't have any more rosé. And the one over there is a bottle bought by the guests and it costs so and so much money.

Interviewee 7:

Oh well, I just sent someone else. I just said that the sommelier would come and I sent him.

Interviewee 6:

Or so, yes.

BP:

But you haven't somehow passed this on to upper management now?

Interviewee 7:

No

Interviewee 6:

No, that wouldn't have helped.

BP:

Why not?

Interviewee 7:

Yes, probably.

Interviewee 6:

You think so?

Interviewee 7:

Yes, but in the end it's none of my business. I had very little to do with it. I didn't feel that comfortable with this ship. I knew I was on the ship and I'd leave after five months

and then it was over. They've probably been doing that since the ship came, pouring this wine together when it's out....

Interviewee 6:

Maybe that was the first batch that went out, I don't know.

Interviewee 7:

I thought to myself, "Oh my goodness, it doesn't really matter. Let them do it, if someone complains. Yes, if you ask me. Of course I'll give the answer. Of course.

BP:

Okay. You just said you didn't have that much loyalty or attachment to this ship?

Interviewee 6:

But we wanted to get down again the first few days.

BP:

Okay, so I had more of a bond with the XXXX, for example?

Interviewee 7:

Yes, so we climbed up the XXX and I asked Interviewee 6 if we wanted to go straight back and Interviewee 6 said, "Well, let's have a look first".

Interviewee 6:

Well, actually, on the first day when we arrived in Lisbon, the day before, before we went up, we went to the harbour, because the ship was already there and we looked at it and asked ourselves whether we really wanted to go through with it.

Interviewee 7:

And that's how it went. After a week we said again, do we want to go, do we not want to go, and after a month again and then we said, now we've been here for a month, it doesn't matter any more. Now we go through with the contract and leave after five months.

Interviewee 6:

Yes, and we had our contract shortened. Actually, the contract would have been 6 months.

Interviewee 7:

They wanted to keep us and offer us a new contract, but we said no. Then they wanted us back, with a better salary and so on.

Interviewee 6:

At the online interview, you promised us a double cabin for when we arrived. That didn't happen either, we had to wait a month for that to work. That all played into the fact that we were actually glad to be gone. We just left and didn't tell anyone.

Interviewee 7:

A few, yes.

BP:

Okay. Would that, do you think, have a different effect on your behaviour if you had been loyal to this ship, breaking the rules?

Interviewee 6:

No.

Interviewee 7:

No. Well, the alcohol thing. We would have smoked the same amount and drunk the same amount.

Interviewee 6:

I say yes, I was on XXXX we partied on Mykonos in the afternoon and went back to work in the evening, although we were not actually able to work.

BP:

I ask myself and I've already had a few interviews and I can't answer it myself either, although I also have experience in the restaurant business. Why is it like that, this drinking?

Interviewee 7:

I don't know.

Interviewee 6:

On the ship now or in general?

BP:

So yes, maybe there is a difference from ship to restaurant.

Interviewee 6:

On land, I don't think I would ever do what I did on the ship, these alcohol excesses.

BP:

Why?

Interviewee 7:

But on land we also drank a lot and went to work.

Interviewee 6:

But then not during the service.

Interviewee 7:

Yes, I do, regularly. At XXXX.

Interviewee 6:

Well, not me, I didn't drink during work.

Interviewee 7:

*I always had a beer at the bar.*

Interviewee 6:

Yes, that was more towards the end.

Interviewee 7:

*But I don't know why people drink. I don't know.*

Interviewee 6:

So on the ship, it's just this...

Interviewee 7:

Not only on the ship. Also in St. Moritz, where we went down there and you drank your Aperol Spritz.

Interviewee 6:

In the cellar bar?

Interviewee 7:

No, in the afternoon out there at the Kempinski, you also drank your Aperol Spritz.

BP:

I was just going to say. I think I've been there with you a few times.

Interviewee 7:

Yes, of course, we had our glasses of wine and you had your Aperol Spritz.

Interviewee 6:

Ah, right.

Interviewee 7:

But I don't know how to do it. I have no idea. But you do it.

BP:

Yes, you do it. But then I would be interested to know why you didn't drink anything or less at XXXX?

Interviewee 7:

I don't believe you drank less Interviewee 6 at XXXX. Well, we had a hell of a lot of work. You very rarely had time to drink, and if you did, you only had time to drink again at the end of work, that's true. We had hundreds of hours of overtime.

Interviewee 6:

And when you had time off, you either swung yourself up onto the board or onto the boards. So that's what I did.

Interviewee 7:

We have gone to the bar many times.

Interviewee 6:

Yes, but before that I went on the boards. I skied until noon, went home or straight to the bar. You can ask any restaurateur, but you know that yourself. You can ask any bar owner. Either you drink or you don't drink any more.

BP:

Yes, it's difficult. Somehow nobody knows the answer to that.

Interviewee 6:

*I don't think there is an exact answer to how it is. The last time I was in XXX, a colleague of ours opened his new restaurant. And he still drank out his two bottles of wine during the evening service.*

BP:

Yes, and he is also the boss when he opens the restaurant.

Interviewee 7:

XX? Two bottles of wine? But surely still alone? With the guests?

Interviewee 6:

Yes, always with the guests.

Interviewee 7:

Yes, just a bit of a nudge.

Interviewee 6:

But still, it's already been demanded, it was a new opening.

BP:

To what extent do you think that the bond with the team and the supervisor has an influence on such decisions whether to break a rule or not?

Interviewee 6:

A lot. Great influence I find because when you get angry or if..., when you get along better with a boss ....

Interviewee 7:

No, I think it doesn't matter Interviewee 6. Either you break the rules secretly or you do not do it secretly. If your boss sees it, then you have it good with your boss. And if you're not so good with your boss, then you do it secretly. It doesn't matter if you're good or not, you're going to break them anyway. If you want to smoke, you go smoke, if you want to drink, you drink, and if you don't want to give the cutlery back.... It doesn't fucking matter. Either you do it secretly or you do it officially if you're good with your boss.

Interviewee 6:

But it helps to get along better with the boss.

Interviewee 7:

Of course, that makes it a bit easier.

BP:

Yes, otherwise it makes it a bit easier. But if I would then say, that is, if you have a good bond with the boss or the team, you break several rules. What do you say to that?

Interviewee 7:

No.

Interviewee 6:

Maybe not several, but more often.

Interviewee 7:

I think you break exactly the same number of rules, whether you have it good or not [means good relationship with leader and co-workers]. On the one hand you do it secretly or you do it officially well.

Interviewee 6:

You can't break more than there is. Yes, that's true.

BP:

What do you think it would take to be a waiter or waitress that you wouldn't break any rules?

Interviewee 6:

Regular alcohol tests during work (both laugh).

BP:

So more control?

Interviewee 6:

Yes, somewhere it is a bit stupid when you are controlled. Then you feel restricted in your freedom again. Because then you think to yourself, it's shit if everything is controlled here, then you don't do your work any more. Then you don't feel like it any more. Then it's transferred to the team, the guests also notice that something is wrong and accordingly I think they can't do it. Because it would simply harm the team feeling or the hotel or restaurant if the staff then bitched at each other.

Interviewee 7:

I would say that it has more to do with... You should give them more, like say "Hey, you can drink, of course you can drink, just after work, you can have your two beers then, for

free". But only after all the work is done. Then we can all sit together, have a drink and a smoke.

Interviewee 6:

I think there is also more incentive to finish faster and work together more effectively.

Interviewee 7:

First of all, that and then you wouldn't drink secretly any more, because you know you'll get your glass of wine or your beer for free later anyway. And what do two beers cost for a company? It doesn't really cost anything. A glass of wine doesn't cost much for the business either. So of course, if you have a team of 30 people, it costs something.

Interviewee 6:

You can still write that off as training costs.

BP:

Or tap loss

Interviewee 7:

Yes, I think that's probably even better than when you say control. So if someone would control me all the time, I wouldn't want to do it anymore.

BP:

So it's more transparency, understanding that it's going to be done anyway and then acting appropriately.

Interviewee 7:

Yes, because it is being done.

Interviewee 6:

Yes, everyone looks forward to the end of work because they know, as Interviewee 7 just said, that there will be a drink or two afterwards. Then you also work together more effectively as a team because you might say, "Hey, come on, if we all work quickly now, we'll finish faster, the faster we finish, the faster we can drink a beer".

BP:

Okay. A completely different question. Have you ever deliberately broken a rule to support or help a colleague?

Interviewee 6:

Yes, what I said before. They say "I'll set the table here quickly and in that time you can go to sleep and when you come back you can go and have a smoke". Or I go for a smoke, you finish up and go polish the cutlery and I join you after smoking.

Interviewee 7:

I once told a boss who asked me if one of my colleagues was already there, who comes regularly, and I said, yes, she is already there. She is in room service, in house 9, and house 9 is so far away, then he said "okay, that's good". Then I tried about 15 times to call this colleague to say "My goodness, you'll be at House 9 when the boss asks you" and she came, the boss asked her and she said she was doing room service. Tip Top. In theory, that wasn't correct on my part either.

Interviewee 6:

Theoretically, the boss could have just checked it, because we had stamped in our fingerprints. But maybe he didn't care, or maybe he just believed us.

Interviewee 7:

He believed us.

BP:

Were you good friends with XX?

Interviewee 7:

Not necessarily, no, but I felt so sorry for her because she had overslept so many times, there's no such thing. I really felt sorry for her. And if she overslept again now, she would certainly have got into trouble. So I thought, not today. The next time someone else is there, they'll tell on her, but not me.

BP:

Very classy.

Interviewee 6:

Yes, there is something in return. For example, the colleague says in the bar, you get two beers from me.

BP:

Yes, but Interviewee 7, I remember you were incredibly kind-hearted. So to everybody always. Even if you didn't like people.

Interviewee 6:

Except XX.

Interviewee 7:

Yes, I hated that one.

BP:

The bar manager? Wow, yeah, I didn't like him either.

Interviewee 7:

Yes, he sucked, I know, we all thought he sucked.

BP:

Yes, because of him I came to the restaurant, because I didn't get along with him.

Interviewee 7:

Yes exactly! Yes, that's right.

Interviewee 6:

Yes, that's right, he had also denounced you a bit and so on.

BP:

He didn't support me as much as I needed. I had just finished my training and he was always late. Then he was just full of his ego and his ugly jacket.

Interviewee 7:

He was crazy with his hair.

BP:

Would you have lied for him?

Interviewee 7:

No. For people I don't like that much, no. For everyone else, yes. Everybody has bad luck and is late. My goodness, everyone has a shitty day where you think to yourself, I don't want to be to blame when you get scolded. I feel so sorry for them. So I figure if it's that easy to get around it, it's better that way.

BP:

Another question. Do you know the concept of Code of Conduct or Ethics Code I think it's called in German.

Interviewee 7:

No.

Interviewee 6:

Yes, there was one on the ship.

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00:00:00

*Interviewee 6:* It was on the ship. I still have it here somewhere. Wait a minute.

00:00:00

*Interviewee 7:* What is this?

00:00:15

*BP:* Normally it says what a company expects in terms of behaviour and so on.

00:00:25

*Interviewee 6:* I knew I still needed it, but we threw it away. I can't find it anymore. But it's definitely there on the ship, one hundred percent.

00:00:59

*BP:* Yes, exactly.

00:00:59

*Interviewee 7:* I have never heard of it.

00:01:00

*BP:* Even though you were on the same ship.

00:01:00

*Interviewee 6: It's all about acting in the interests of the company.*

00:01:14

*BP: Yes, exactly.*

00:01:17

*Interviewee 6: I had it somewhere, maybe I can still find it, then I can send it to you.*

00:01:22

*BP: Yes, not that important. It's more about ... Do you know what's in there and have you acted according to these rules?*

00:01:31

*Interviewee 6: No.*

00:01:32

*Interviewee 7: What does it say?*

00:01:37

*Interviewee 6: Well, in principle they are actually house rules or a guideline from the company or from the company that gives them to the hand how you represent this company in the eye of the guest.*

00:02:00

*BP: Yes.*

00:02:00

*Interviewee 6: So I always represented where I worked. But whether I acted in the sense of the guest, I don't know.*

00:02:16

*BP: For the company then, because you always act for a guest.*

00:02:19

*Interviewee 6: Yes, for the company. Yes, okay.*

00:02:23

*BP: I mean, Interviewee 7, you didn't know there was such a thing, but do you believe....*

00:02:28

*Interviewee 7: Maybe I've signed something like that before. That could be.*

00:02:31

*Interviewee 6: Yes, we certainly had to sign something like that, I'll check again later.*

00:02:31

*Interviewee 7: I never read through what I signed.*

00:02:38

*BP: Do you think such a guide would help you?*

00:02:45

*Interviewee 6: Well, there are guidelines. But if they are just thrown out by the company. If it's just thrown out there and they say, "Here, sign this. ....*

00:03:00

*Interviewee 7: Can I just ask something. Is it a guideline that you say you come with a fresh uniform or fresh hair and so on?*

00:03:06

*Interviewee 6:* Exactly.

00:03:10

*Interviewee 7:* That you represent this hotel the way they want you to. So it doesn't matter if it's written down or not, then do it the way you think. Either you respect that and do that or you don't.

00:03:19

*Interviewee 6:* Well, if your uniform is dirty, you get a slap on the wrist and the boss sends you to change your uniform. At the XXXX, for example, before you go to the train, there's always a mirror and then you see yourself and then they say, "Are you happy with yourself?"

00:03:50

*Interviewee 7:* Yes, but Birgit, that's the same shit as with the make-up in XXXX, where they wanted us to put on so much make-up and that we needed this certain hairstyle and I tried for hours to practise it at home. Then I had to buy extra make-up and they came to me and said that's not enough colour, you need more colour. Like XX, with her yellow and red colours... No, I don't want that.

00:04:17

*Interviewee 7:* Wasn't XX's girlfriend, or whatever his name was, sent to the boutique to learn how to put on make-up appropriate for the hotel...?

00:04:18

*BP:* I did that.

00:04:28

*Interviewee 7:* Yes, it was her.

00:04:28

*Interviewee 6:* Oh, it was you?

00:04:28

*BP:* I had to go to the spa for make-up.

00:04:28

*Interviewee 6:* Shit.

00:04:35

*Interviewee 6:* Yes, it's in the Code of Conduct, for example....

00:04:40

*Interviewee 7:* But you see, I bought the paint. I refused to do my eyebrows and eyeshadow there.

00:04:47

*Interviewee 6:* But that's an extreme example, that the company forces you to do something like that.

00:04:54

*Interviewee 7:* I don't know if it was in the contract and I didn't see it.

00:04:58

*Interviewee 6:* No, I don't think so. You'd have to check, but I think I know 90 per cent that there was nothing in it.

00:05:06

*BP:* Yes, okay, that's actually crazy. It's really cheeky that they demanded that.



00:05:12

*Interviewee 6:* Just

00:05:13

*Interviewee 7:* Yes, especially if I had known earlier, I would never have started up there.

00:05:16

*Interviewee 6:* Yes, that's right.

00:05:16

*BP:* Me neither.

00:05:18

*Interviewee 7:* No, because it's not my style to put on make-up like that and to do my hair like that.

00:05:20

*Interviewee 6:* We would have gone straight to XXXX.

00:05:22

*BP:* Oh God. Okay.

00:05:26

*Interviewee 6:* But this Code of Conduct... Yes, if you make a regular thing out of it. But it also has something to do with coercion and control. But that you ask from time to time what the group's goals are or what the goals of a larger hotel are.

00:05:48

*BP:* It doesn't just say how you have to dress or that you have to do up your eyebrows. It also says, for example, your behaviour. So Marriott or Hilton have it in there that of course you shouldn't act racist or something.

00:06:07

*Interviewee 7:* Yes.

00:06:10

*BP:* These rules of conduct are usually very well-intentioned, but there are many people who don't know that they exist or who don't observe them. What do you think would be needed or would have to be done to ensure that they are lived by?

00:06:34

*Interviewee 7:* I think the rules of conduct are determined by each person themselves, whether you are that kind of person or not. I mean, I'm not racist like that and therefore I'm not at work. But if you are already racist, then you can't just turn it off at work like my work colleague, who is also racist.

00:06:55

*Interviewee 6:* XX.

00:06:56

*Interviewee 7:* XX.

00:06:57

*Interviewee 6:* Yes, XX is racist.

00:06:57

*Interviewee 7:* He can't just turn it off.

00:06:59

*Interviewee 6:* He is 18.

00:07:02

*BP:* He's still learning.

00:07:04

*Interviewee 7:* I think it's about how and where you grew up and how you are as a person. You can't pretend to work these eight, nine, ten hours and then be a different person.

00:07:17

*Interviewee 6:* Especially in gastronomy, when you work in bigger, better hotels, you have international guests.

00:07:28

*Interviewee 7:* What does that have to do with it?

00:07:30

*Interviewee 6:* And if you are racist or xenophobic, for example, then for you it is somehow like fighting a phobia.

00:07:42

*BP:* That's right.

00:07:42

*Interviewee 6:* It's like when you don't like spiders but you bring home a tarantula.

00:07:48

*BP:* Let's say not racist. But in general, what can management do to make sure that an employee is not racist?

00:08:05

*Interviewee 7:* Don't hire a racist.

00:08:09

*BP:* Okay, I can't think of any other example than racism, unfortunately.

00:08:13

*Interviewee 7:* Yes, you can't change a person.

00:08:16

*Interviewee 6:* Someone who has financial problems e.b....

00:08:18

*BP:* Oh yes. A person who plays around with the tip.

00:08:22

*Interviewee 6:* Yes, who keeps the tip for himself.

00:08:29

*Interviewee 7:* But that also has to do with the honesty of the person, either you are honest or not.

00:08:33

*Interviewee 6:* Yes, of course, but ...

00:08:37

*Interviewee 7:* I have confidence in everyone in my current company. Like today. I knew that XX would give me a tip, but I'm not here today. I know XX is an honest person, he will put the tip aside for me. And after three hours I got the message, he still gave me a

tip. 50 francs. He's keeping it with him for the moment. But that has to do with honesty and you can't force that either, you have to be an honest person. An honest person.

00:09:02

*Interviewee 6:* Yes.

00:09:02

*BP:* Don't you think you can train that?

00:09:05

*Interviewee 6:* Definitive.

00:09:05

*Interviewee 7:* No. You are either honest or not. You are stupid or you are intelligent. You are racist, you are not racist, either you like cats, you don't like cats.

00:09:20

*Interviewee 6:* The question does not arise with cats.

00:09:21

*Interviewee 7:* Yes, everybody likes cats.

00:09:26

*BP:* But if you say something like that can't change, then from your point of view it would always be a stroke of luck whether you have a cool team or not?

00:09:37

*Interviewee 7:* Yes, that is my opinion.

00:09:39

*BP:* Don't you think you can train teamwork and team cohesion?

00:09:43

*Interviewee 7:* Yes.

00:09:44

*Interviewee 6:* Yes.

00:09:44

*Interviewee 7:* You can train team cohesion, teamwork, but you can't train honesty in people. I wouldn't trust someone who is dishonest, who lies, with my stick, my 500 francs, my wallet. If someone has already lied a few times, I won't give him my wallet. Then I say no. But team work and team cohesion, that can be trained.

00:10:18

*BP:* Would you say that teamwork, positively influences rule breaking? I personally think that there would be less rule breaking if I knew that you two, because you are on my team, could somehow get negative consequences out of it, you know. ....

00:10:42

*Interviewee 7:* Yes.

00:10:43

*BP:* Whereas if I didn't like anyone in the XXXX team, I would certainly have broken more rules.

00:10:49

*Interviewee 6:* But you didn't, because?

00:10:57

*BP:* I have been to the XXXX twice. In the first XXXX team I got on incredibly well with

my restaurant manager and was loyal to him because of that and didn't want to break any rules and XX also very loyal, I love XX and in the second team...

00:11:12

Interviewee 6: The cook or?

00:11:16

BP: Yeah, that was cool, we won Chef of the Year 2018, I think.

00:11:21

Interviewee 6: We won Hotel of the Year, haha.

00:11:21

BP: Yes, that was so great. There was so much to celebrate.

00:11:30

Interviewee 6: We had that too, that's true.

00:11:31

BP: Definitely, at the second one I had a weird boss, she was incredibly fake. She was so sneaky, so I also went to work drunk. XX noticed that and said, "As long as you like your work, I don't care. But I didn't care because I didn't like it.

00:11:57

Interviewee 7: Well, I wouldn't break any rules that affect other people. I think I would only break rules if I knew it was about me. Although that's not true either. If I drink, then nobody has anything to gain from it, if I only do my job in a chill way, that's true.

00:12:20

Interviewee 6: I'm also thinking about who was in one of my teams or ours who only looked after himself. Except maybe XX, but he's in a different league.

00:12:42

BP: Yes, you know who I remember? The blonde...

00:12:48

Interviewee 6: Oh, XX! The idiot.

00:12:54

BP: Well, I didn't have as much cohesion with her as with you or with XX, for example.

00:13:00

Interviewee 6: Yes, you can't work with her either.

00:13:02

Interviewee 7: I remember I gave her my two Fridays for something.

00:13:06

Interviewee 6: Yes, because she had to go to the doctor or something.

00:13:08

Interviewee 7: Then I asked her if I could have Friday, and she said no. I thought, "Dude, I'll give you my period without batting an eyelid. Then I think to myself, "Dude, I'll give you my period without batting an eyelid. That's how it is, you need time off, then I'll give you my period.

00:13:19

Interviewee 6: Even though I don't like you...

00:13:21

Interviewee 7: ...even if I don't like you...

00:13:22

*Interviewee 6:* because we are colleagues.

00:13:23

*Interviewee 7:* But then I need a day for the interview and I didn't get it.

00:13:41

*BP:* And then she wasn't there at Easter either. Or was she with her mum as a guest at Easter or?

00:13:48

*Interviewee 7:* Yes exactly

00:13:49

*BP:* House full and she there as a guest.

00:13:51

*Interviewee 7:* Yes, stupid plum.

00:13:51

*Interviewee 6:* It was never quite crispy.

00:13:55

*BP:* If you go out to smoke and someone else is watching so that you can smoke, you are dragging that person into breaking the rules.

00:14:07

*Interviewee 6:* Yes, but I think that's another tolerable limit, which I think is also a matter of interpretation.

00:14:15

*BP:* Where does the tolerable limit end?

00:14:18

*Interviewee 6:* If the person is already done with his station and has everything ready, who really has no business in the guest room, you can say: Hey, if you still only come to my station for a table, you can take him, because you only have one or two left. You can still make it.

00:14:38

*Interviewee 7:* I have to be honest, I'm an egoist to the extent that I regularly say I don't care if anyone looks at my station or not, I'm still going to have a smoke. Whether you look or not, I don't really care.

00:14:51

*Interviewee 6:* Unless we worked together.

00:14:55

*Interviewee 7:* Yes, with us it was easy because we knew each other.

00:14:58

*BP:* Okay, thanks! I think I'm through with my questions that I need for my bachelor thesis.

00:15:07

*Interviewee 7:* Were we able to help?

00:15:07

*Interviewee 6:* Already?

00:15:08

*BP:* Yeah, sure. The last few days when I did these interviews, I always got such an incredible desire to start again. I have an incredible amount of fun then.

00:15:22

*Interviewee 6:* With the gastro or with the interview all over again?

00:15:27

*BP:* No, it's incredibly boring. Not today, you were entertaining.

00:15:31

*Interviewee 7:* Well, I have to say that as soon as I think back to the times of the big hotels, of XXXX, also of the XXXX... It was fun.

00:15:41

*Interviewee 6:* At the XXXX and XXXX we had a really great time up there. At XXXX, you left the staff room and went straight to the slopes.

00:15:58

*BP:* How cool.

00:16:03

*Interviewee 6:* I did the ski opening in 2018. I was the first down the slope with my colleague. The snow groomer just drove into the garage and we drove directly into the freshly prepared snow behind it. That was a sensation, because we arrived at the bottom and laughed at the people who could only get on the gondola now.

00:16:35

*Interviewee 7:* Gastro is a great time. You experience more positives than negatives.

00:16:43

*BP:* Yes. I have to ask very briefly, you only did Restaurant Fachfrau, didn't you?

00:16:46

*Interviewee 7:* Yes, because here in Switzerland, when you learn to be a hotel manageress, you do rooms. You are in service for a short time, but mainly you clean the rooms. It's not like in Germany. In Switzerland, a hotel manageress is a chambermaid, and a restaurant manageress is a caterer.

00:17:12

*Interviewee 6:* In Germany and Austria, a distinction is made between hotel and restaurant professionals.

00:17:20

*Interviewee 7:* With us it's just chambermaid, hotel manageress.

00:17:23

*Interviewee 6:* That's what I mean, in Germany and Austria it's catering and hotel management is more about service or you're a chambermaid.

00:17:39

*BP:* I did chef waitress, but I think there's restaurant manageress, but I don't know. Actually. But why did you never go into front office?

00:17:55

*Interviewee 6:* Me?

00:18:00

*BP:* Why did you choose the restaurant?

00:18:02

*Interviewee 7:* Because it's more cool, because it's more fun.

00:18:08

*Interviewee 6:* I think I did three months of reception during my training. It was really fun. It was also nice to be the first point of contact for the guests. But the service still had that certain something, *I think. The cooperation with the kitchen is so especially good. There were more sparks, that was just the way it was.*

00:18:39

*BP:* So the team dynamics then?

00:18:43

*Interviewee 6:* I think so. Because the receptionists, they are always such a little pile of misery.

00:18:49

*BP:* and have no fun.

00:18:53

*Interviewee 6:* Yes, and all they do is complain about the annoying guests, what problems they had getting here, and we're all supposed to treat them nicely.

00:19:04

*BP:* Okay, all right. That's why F&B.

00:19:08

*Interviewee 6:* Yes, that would be my opinion. Why don't you ever go to the reception?

00:19:09

*Interviewee 7:* I was never at the reception. The only thing besides service in my training was two weeks in the kitchen. I should have done three months and I was only there for a fortnight because I burnt 400 Christmas biscuits and they had to throw them away. The boss said I wasn't coming back to the kitchen. I was never at the reception, never in the rooms. Part of our training is ecomatine, which means giving orders.

00:19:49

*BP:* So purchasing?

00:19:49

*Interviewee 7:* Exactly, purchasing. So 3 months purchasing, 3 months kitchen and the rest you're just service from bar, banqueting, room service, breakfast, evening.

00:20:06

*Interviewee 6:* Oh, crazy. Why didn't you stay in purchasing? It was too boring?

00:20:14

*Interviewee 7:* It's much too boring, sitting down in the basement making orders. No, that's not for me.

00:20:21

*BP:* I can't imagine that either. Everything that one finds so beautiful about the gastronomy or hotel business is missing. The guests and the fun and the unplanned. Or you know that you're going to swim and sink and you have to make the best of it.

00:20:46

*Interviewee 7:* At XXXX, I almost went home once during the service.

00:20:54

*BP:* Why?

00:20:54

*Interviewee 6:* Well, the hostess, she didn't even do it on purpose, because she was told that the first thing they do is give out window tables.

00:21:09

*Interviewee 7:* No, she just did it according to the plan. Someone wrote the plan. She went according to the plan, officially. Unfortunately, in this plan, all the people came to Thomas' ward first and we had the biggest ward. Each of us had about 30 guests sitting in the ward and we were together on the right side of the restaurant. After that, the entire restaurant was empty, except for his station, which was full to bursting.

00:21:36

*Interviewee 6:* She just gave me 6, 7 tables once and in The XXXX it's like, you go there. You have to. Apéro recommendation, there's the wine list, you ask for water and apéro and then you bring it. Then it's the next table and the next and the next and the next. And at some point I said, I'm not doing this any more.

00:21:58

*Interviewee 7:* I think it was all too much for you and then you said "Nope, that's it" and left.

00:22:03

*Interviewee 6:* I didn't go home, I just went to the back office and had an espresso.

00:22:05

*Interviewee 7:* You said you were leaving because the boss came to me and said, "This is all yours now. So I said I can't do a ward with 60 people. That is impossible.

00:22:29

*Interviewee 6:* I just went into the back office, had an espresso, gave myself 5 minutes and then went out again.

00:22:35

*Interviewee 7:* No, you were smoking because I asked you to come and smoke and I said come back you bird.

00:22:39

*Interviewee 6:* You've got it all wrong. But I didn't go home and talk to the hostess again afterwards or shortly before. She understood then, but she never needed it again. Not with anyone.

00:23:07

*BP:* Maybe that was the learning moment she needed and maybe you helped her a lot in her career.

00:23:19

*Interviewee 6:* I don't think so. There is nothing left of her career. She went on a ship afterwards and we saw a picture that she posted and we were very frightened by her splattered face.

00:23:55

*BP:* Yes, the gastro. Is simply so

00:23:55

*Interviewee 6:* I will miss her.

00:23:55

*Interviewee 7:* You can come to me and help out a bit.



00:24:16

*Interviewee 6:* No, that was good Christmas money. Good bridging money, but no.

00:24:23

*BP:* Did you help out over Christmas?

00:24:23

*Interviewee 6:* On 19 October I had my last day of work and only started on 1 November or 2 November and in the days in between I just helped out.

00:24:42

*Interviewee 7:* Not only these days. All year long, when we have a need, people always ask if you have time and are at home. Do you have plans? Can you cancel (they both laugh). He was always the emergency option.

00:25:00

*Interviewee 6:* Are there many Germans studying with you?

00:25:48

*BP:* Yes, we have a lot of Germans studying at this school. I did the four-year programme, but you can do the fast track. That's one and a half years, and then an internship in management, after that you have a Bachelor's degree and you can do that with work experience in the hotel industry. That means that many people come here after their training or after a few years. And that's why an unbelievable number of Germans come here after their training and don't stay for four years, but for one and a half to two years. So if you miss it again at some point, the gastronomy, and you want to earn more money, I can recommend this Bachelor's degree. But I don't know if it's worth studying if you stay in the restaurant business. I don't know.

00:27:10

*Interviewee 6:* Probably that you have faster chances to get a higher position.

00:27:14

*BP:* You'll probably join as F&B manager or something.

00:27:21

*Interviewee 6:* Yes, because you are in your mid-twenties, late twenties and you are already a restaurant manager.

00:27:31

*BP:* Whereby I also find that a bit critical, because I mean, I did the 4 years, but I could have done the 2 years as well. And we already have people with us, ....so we also have practice blocks. We have a hotel, a small one and two restaurants at our university. And then, for example, in the first year you are an employee. That means you have a student who is your boss and then in the second year you are the boss and that's kind of crass. Because after this training, just because you've been in Dining Restaurant Manager for 10 weeks, I don't know, with twenty-six seats, everyone thinks you suddenly understand it. I mean, I did. I also chose that, but because I already understood fine dining.

00:28:16

*Interviewee 6:* Because you have already worked at the source.

00:28:19

*Interviewee 7:* That's why I always hated hotel management students. At the Schweizerhof, I often worked with hotel management school.

## **App 6.9: Interview 6**

BP ([00:03](#)):

Hi, how are you doing?

Interviewee 8 ([00:14](#)):

Hi. I'm fine. Thanks. How are you?

BP ([00:18](#)):

I'm good too. Thank you so much for taking the time to talk to me today. How have you enjoyed the holidays the last few days?

Interviewee 8 ([00:29](#)):

Good. A lot of eating. I'm on a diet now.

BP ([00:34](#)):

I can imagine. You kind of have to do some work out now, right? Perfect. So as I already mentioned beforehand, when we agreed to meet, I'm currently writing my bachelor thesis about the unethical rule-breaking of F&B service employees in five star hotels in Germany and Switzerland. And I would like to ask you some questions if that is okay.

Interviewee 8 ([01:06](#)):

Yes, of course.

BP ([01:08](#)):

Perfect. So before we begin, I just wanted to let you know that everything is anonymized. So your workplaces or your name will not be mentioned except for your age and your work experience, of course. If at any point you feel like you don't want to answer a question or you don't understand, please just let me know, and then either we move on to the next question or I can explain it and elaborate on it. Do you have any questions for me right now?

Interviewee 8 ([01:44](#)):

No, not yet.

BP ([01:47](#)):

Perfect, then I would like to ask you to just quickly give me an overview of your experience in F&B.

Interviewee 8 ([01:59](#)):

Yes. I did my apprenticeship in Germany at XXX and, I was working there in all F&B outlets, so the Gourment restaurant, the casual restaurant, the bar and the room service department. And then I moved to Austria, XXX and there, I have been working for one and a half year in the gourmet restaurant, a two star Michelin restaurant in a five star superior hotel. Yes.

BP (02:27):

That sounds very fancy, the two star gourmet restaurant. I know that you have made an apprenticeship for the general hotel environment. Why have you chosen specifically to stay in F&B?

Interviewee 8 (02:46):

First of all, because it was the department that I was interested in the most and where I thought I could expand my knowledge to the largest extent and I also wanted to take a new challenge. And I did my apprenticeship in a five star superior hotel, which had a one Michelin star restaurant. So the next step for me would be, still five star superior, but more stars of course, for the restaurant. So that was one of the main determinants. So further grows and expansion of my knowledge actually, and the new challenge. So I wanted to take a step further, a step more, step higher.

BP (03:35):

Okay. And you felt that this is possible in F&B, but not in FO or any other department?

Interviewee 8 (03:48):

I think it's also possible in another department, but I just wanted to focus first on F&B. That was actually also the department that I liked the most during my apprenticeship, so that was the department I would go for then. Yes. Okay.

BP (04:08):

Okay. So you also had the best times in F&B then?

Interviewee 8 (04:13):

Yes, during my internship, definitely. Yes.

BP (04:20):

And why would you have such a good time in F&B or is there anything specific why you liked it so much?

Interviewee 8 (04:32):

I think it's because you have this... how can I say that... You really have this special relationship to your guests. So their experience starts with your greeting and their experience ends with you saying goodbye. So you have this full guests journey in your hands, and you can really create a special evening or lunch or whatever for the guests, from the start to the end. And you have it really in your own hands to make this special, to make it great. I always liked this start and end so that you have the full control of the experience. So for example, when you work at the reception desk, you greet the guests, you welcome them, you check them in and then it's not in your hands anymore. And maybe you have contact to them during their stay once again, because they need something, they need to book a transfer to the airport or a restaurant or something like that. But it's not like you have the full experience. You're not generating the full experience and for the service it's something different. You always have it in your hands and you can really, also immediately react when the guests want something else you can bring else. So when he wants a different glass of wine, you can react accordingly. And I think this is something, and of course the colleagues. So I always enjoyed the atmosphere, the colleagues, also this kitchen service dynamic, although, it's sometimes

challenging. It's always great fun. And I think in the F&B department often it's the case that they are the nicest and they have a really good spirit, the people who work there. Especially for the places that I have been, I cannot say that in general, but...

BP (06:33):

Okay. So you also had a good team and a team bond during work. That's great, that's good to hear. So have you ever experienced a bad team then, or a bad environment within your team?

Interviewee 8 (06:52):

Yes, as well, but that was rather, I think, particular situations or particular colleagues who had that behaviour or who weren't fair, but it was never the whole environment, but always particular persons, I think.

BP (07:16):

And how did that influence you if they were not fair, that particular colleague?

Interviewee 8 (07:23):

I think that was kind of a journey for me. So at the very beginning, when I just started to work, it has really influenced me. It pushed me actually to work harder and to try better and to improve myself and to show those persons that I am capable of doing this work even they were not expecting me to be capable of it. And I always wanted to prove that I have a right to be there somehow and that really pushed me to work harder. And of course, sometimes it left me also frustrated, but throughout the years it really made me grow stronger actually.

BP (08:17):

Okay. So you learned how to deal with those.

Interviewee 8 (08:20):

Yes definitely.

BP (08:20):

When we talk about unethical rule-breaking, do you think there's a difference in teams which have a strong team bond and teams, which don't have a strong team bond?

Interviewee 8 (08:39):

Can you give me an example because I don't fully understand.

BP (08:49):

Yes. For example, as I've already conducted a few other interviews, I have learned that there was a guy who messed with the tip, for example. And for the interviewee that had a very great influence because the team bond was very strong. So he didn't want to tell anyone that the good colleague actually is doing something that bad, but if the person didn't have a nice bond with the team, then they would easily tell to the manager those kinds of things.

Interviewee 8 (09:33):

Okay, I understand. I think that has definitely an influence. I think the better the team bond is the more coverage I think, is in place for unethical behaviour. I think that that could be definitely a relation because as the team bond is stronger, I think they want to stick together and don't want anyone else from the outside be in both and rather maybe handle it for themselves.

BP (10:16):

Have you ever encountered a situation like that?

Interviewee 8 (10:20):

Not with tip, but, let me think. Yes, I think classics like when you run out of a particular sort of wine and then you just replace it with another wine and just put it in the bottle that you need. I think those are classics, especially for events or something like that. When you expect no one to realize, so this would be for example unethical behaviour I experienced for myself.

BP (11:02):

Okay. As you laugh now and comes across as if you agree with that behavior, or did you feel uncomfortable doing that?

Interviewee 8(11:17):

That depends. For example, if it was a wine from the same wine maker and it's just a different year but it's worth the same and it's also high quality, then I would be like, it's better to still make the guest happy and do not bother him with the different wine, for example. But I think it's not okay when it happens to the loss of the guests, for example. I once experience this and it was just one job that I had, also not in the five star five star segment. It was just a side job that I had one evening and there was champagne written on the menu card and it was in a train, like orient express style and they wrote champagne on the menu card. And it was the cheapest Prosecco I've ever seen in my life that we really gave to the guests. And this is not okay. So I didn't feel well with that because this is an entirely different topic, I think when you sell something really high quality and you actually give the worst quality available, this is not okay. But when there's not really a difference, I think for me, it's still not the optimal solution of course, but for me it's okay. You know what I mean?

BP (13:06):

Yes. How did you deal with that situation actually in the orient express environment just out of curiosity?

Interviewee 8 (13:18):

I didn't say anything, actually. I just did what my supervisor told me to do. I was shocked and I was actually embarrassed giving those glasses to the guests because this is really not my type of making service and my type of creating an experience like this. And also not my type of making business. This is just dirty and I really did not feel good with it, but I was just like, okay, I'm here for one evening, I get my money and I don't want to stress around things that are not my business.

BP (14:01):

Okay. Would you have acted differently if it would have been in one of your working places in Germany?

Interviewee 8 (14:11):

Definitely. I think if I would have to do that, not just one evening, but frequently on a daily basis, I would definitely say something that, because this is not how I want to work.

BP (14:27):

Okay. And who would be your first approach to go to them?

Interviewee 8 (14:32):

I think it would be my direct supervisor. So I think the next person in the authority line. So for example, if I was a Commis, I would go to my Chef de Rang, someone who is responsible, but maybe not directly responsible for this operation, you know. So that I can talk to someone who is higher in the line, but is not the person who decides the thing I'm complaining about. And then I think I would try to explain my thoughts and would also want to know what the other person thinks about it. And then I think I would take together with the person the next step.

BP (15:22):

Okay. So you would seek for support and then go to the manager.

Interviewee 8 (15:28):

Exactly.

BP (15:28):

Okay. That's interesting. Have you ever experienced a manager breaking the rules actually?

Interviewee 8 (15:38):

You mean doing something like this, selling something that's not and stuff like that, or also, I don't know, letting your stuff work longer than it's allowed to. Also things like that?

BP (15:57):

Also. Or maybe he came late or maybe he broke the rules of the company...

Interviewee 8 (16:06):

Yeah. For example, the one job that I had, I was always working overtime. So every day, every week, and I was also complaining about that. So actually, openly, I just stood there in the back office cleaning and complaining about the overtime and saying that it is not fair and that we should at least get paid for it. And I really clearly communicated that, that I don't think that this is a good behaviour, but it didn't change anything in the end. But I clearly communicated, and this is for example what I experienced.

BP (16:52):

I'm a bit shocked that you didn't get paid for over time. Is that legal?

Interviewee 8 (16:57):

No, of course.

BP (17:00):

Oh, okay. Wow. That's actually a bummer, but I assume that's quite common actually in the hospitality industry.

Interviewee 8 (17:18):

Yes. I just wanted to say, I think overtime in general is fine, even though it's often unethical and rule-breaking, and sometimes it's like 16 hours shifts and stuff like that, but I'm okay with that as long as it's fair. I really have a strong sense of fairness. And when I work, I want to get the reward. This is a really easy principle you give and you get something back. And when this is not balanced, I think this is really bad. And I complained about that.

BP (17:56):

Now I have two questions in my head. Yeah. Okay. First one. Did you experience any negative consequences if you complained about that rule breaking?

Interviewee 8 (18:08):

No. No, it wasn't negative consequences. It just didn't affect anything. It was just the same.

BP (18:21):

Okay. When you say it didn't affect anything, has it influenced you in any way in your behaviour towards your work spirit, mostly?

Interviewee 8 (18:33):

No, because I kind of understood that it was not the decision of my direct manager and he was the one who was in charge of us and we had a really good team spirit, and we were like standing and falling together. We started every day together. We ended every day together and I really appreciated this spirit. And I knew that none of us, none of the team, also not the manager was responsible of the payment. I could have investigate it further, taking the next step, approaching the one who was really responsible for it, but I didn't see the return on my effort and I somehow knew it wouldn't change anything. So I just accepted it somehow, still complaining though. But I was still motivated, because it was a great team and a great manager, and we have this common goal that we work for every day. So I think if this wouldn't have been the case, if the team wouldn't have been so great, I probably would have taken other measures, but since it was overall, it was fine.

BP (20:00):

Okay. Because you had such a good time with the team and the manager, you kind of accepted more of this behavior..

Interviewee 8 (20:08):

Yes.

BP (20:08):

Great. I do have a question about code of ethics. Do you know what a code of ethics is?

Interviewee 8 (20:23):

I could not define it.

BP (20:25):

Sometimes they also call it code of conduct and companies write their values, your mission, your vision, what are your guiding principles. Like Marriott or Hilton, for example, they have also written in there that they're against racism and those kinds of things. Do you know if you working places had those in line?

Interviewee 8 (20:59):

I actually do not remember. I think they would have been delivered with the working contract or all those papers that you get when you enter the company, but I'm not sure.

BP (21:10):

Well, if you're not sure then you are also not sure if you would have behaved according to those rules, right?

Interviewee 8 (21:20):

Yeah. I can only say I think I have a basic construct of ethics that I stick to. So in my entire life, also my social life and my private life, everything. I think I would consider my behavior in most of the cases ethical. So this is the only thing I'm not really sure about, whether the companies that I worked for had something like that. Probably they had, but....

BP (21:57):

My next question would have been actually, if you think that if you have a code of conduct in place.. Do you think that it would limit the rule-breaking of F&B employees?

Interviewee 8 (22:16):

I'm not sure, because I think it depends on how it is implemented. So if it's something that is written and just somewhere on a sheet of paper, maybe you read it once and never look at it again. I think it would not have a really large impact. I think what could have an impact is when you, for example, implement frequent reminders of those ethics, for example, that could be a poster that is placed in the personal floor, or it could also be trainings that happened like quarterly where those ethics are discussed and reminded off. I think something like that could work and could also improve the situation, but just to have this written thing, I'm not so sure whether this would change anything.

BP (23:27):

Okay. Interesting. How do you think a leader can influence the behaviour of employees?

Interviewee 8 (23:40):

To a large extent, actually. I think, the leader's behaviour is one of the main determinant for how the employees behave. I think this is a really, really important and critical role



that the leader has because when you're a good leader, I think employees follow you and they kind of also imitate your behaviour. They act like you do. So I think when you're a leader and you're accepted and your employees follow you and you behave ethical, your employees would do that as well. And if you have a strong value structure in place, I think your employees would like to stick to those values and those ethics. But when you're a strong leader who is behaving unethical, all your employees would think it's okay because they respect you and they follow you. So they would expect this unethical behaviours is okay and they would do that as well. So I think the leader can have really great impact in a company.

BP (24:54):

Out of curiosity, have you ever had to break any rules in order to satisfy your leader or in order to accomplish the task he or she required?

Interviewee 8 (25:15):

No, just for those working hours. That's actually it. Just let me think... No.

BP (25:29):

That's very good. You can be very happy about that. I heard a lot of different stories actually.

Interviewee 8 (25:38):

Really?

BP (25:38):

Yes, where people actually had to cross their own values or dismiss their own values in order to not get shouted at or those kinds of things. So, I'm happy for you. I'm quickly running over my questions. What would you say is the most important influence or sector in order to limit the unethical behaviour of F&B employees?

Interviewee 8 (26:28):

First of all, I think the whole company structure, I think that has to be implemented really top down from the highest management level, that there is a structure that is well working for example, that also provides enough stuff first of all, to have all shifts covered without making too much overtime. I think that's the first thing. And then also to reduce the stress level which also relaxes the employees and enables them to act as themselves. Right? Because when you're really stressed and you're really under pressure all the time, I think this also could generate a behaviour that is not you actually. So when someone starts shouting or someone really treats you bad, mostly it's not because he wants to treat you bad, but because the circumstances are really bad and he's working or she's working way too much and stuff like that. So I think a good working structure has to be in place. And then of course, I think the leader, what we discussed before, it plays an important role. And maybe also this.... what did you say.... code of conduct, which should be reminded of in a frequent way and in an effective way.

BP (28:05):

Okay. I have another question. You didn't mention that example, but actually out of my experience and out of the other interviews, I know that this is happening in F&B service. A lot of times employees after shift drink wine out of the wine stock of the company

which normally is against the rules as far as I know, and as far as the information I got, it was all against the rules. Have you experienced that? Did you do that as well?

Interviewee 8 (28:45):

Yes we also drank wine after the shift but I have to say that we really, first of all, kept track of what we drank. So, that's the first thing. For example, in my one workplace we bought beer from our tip, from a supermarket that was around the corner. So it was quite strict also because the wine cellar and the restaurant were divided. Those were actually two different entities. So we couldn't abuse actually the wine for our own purpose. That was not possible. So we didn't do that. We drank the wine, but the wine that would have been thrown away anyway because it would not survive for example, the weekend that we were closed, you know what I mean. So we never took something out of the stock. What we actually did, what I just thought of is, that for example, you have to do this monthly inventory, right? If everything is booked and stuff. And then when we had an event, we always booked like 10 bottles of water additionally, or when we saw there's one bottle of wine not booked, but missing in the inventory. Then we sometimes book this on the event, for example, that could be considered as an ethical as well, I think.

BP (30:22):

Okay. That's interesting. And you were involved in that process with your manager then?

Interviewee 8 (30:31):

Yeah, but that was rather the manager doing this. So in case we had an event and then there was the bottles counted and there was like this rule of thumb that there was always booked a little bit of water more, but not really large things, but it didn't harm anyone actually. People who paid any way, 300,000 would pay 300,050, you know what I mean? It was not that bad.

BP (31:07):

That's super interesting actually that you didn't experience that wine drinking culture. You're the first one out of my interviewees. That's cool.

Interviewee 8 (31:20):

I think this is really due to the structure that this just was not possible because it was really a tight structure. The wine cellar was so, so large and everything was really neatly with lists and you had to be really strict and there was also a person only responsible for the wines. Right. And we have to respond if he was asking, so this was really, but... I know what you mean. And I know that, I think in other restaurants it's normal to do it, but because it's all their own, right. And for us, it was a little bit different. So I think, therefore we did not.

BP (32:09):

If you know what I mean, or if you have heard that story, do you have any idea of how this could be handled in order to limit the rule breaking in that area?

Interviewee 8 (32:25):

I think what could be very effective is that you include like a provision for it. So that you say, okay, for example, you do not even have to make that official, but just to maybe

reduced the wage of like 20 euros per person. And from that you buy staff drinks for example. And you say, okay, if you can take this or that, or you can drink to the extent of this limit from the wines, for example, and just build in something like a buffer that the employees could use. I think otherwise, I'm not so sure if you could ever... Because how would you control that? That's difficult, right? So I think you can just do it like this, that you provide them with this buffer that they can take it, but something is reduced then from their salary

BP (33:35):

Okay, great. I actually think I don't have any more questions. Do you have anything you would really like to share with me where you think that's very important when it comes to ethical behavior?

Interviewee 8 (34:01):

No, I don't think so.

BP (34:07):

Okay. Do you have any questions for me?

Interviewee 8 (34:13):

No, just maybe, what would be interesting.. At the end of your thesis, do you make any recommendations how ethical behaviour could be achieved in the top class?

BP (34:36):

Yes. I hope so. I hope to write a small advisory paper more than a report, but paper, a small piece. If you want, I can send it to you afterwards, I don't know if you're interested in that.

Interviewee 8 (34:52):

Yes, I am really interested.

BP (34:55):

Cool. But you know, don't expect too much.

Interviewee 8 (35:01):

Oh no, that is fine.

BP (35:01):

Exactly. Just for you to know the further progress of my thesis, I'm going to still have some interviews and afterwards... I think you're familiar with the process. It's about colour coding and getting the information in line. And then we call it solution design actually, where I really try to get something valuable out of it for the industry. And then I'll share it with you afterwards. If you have anything which you want to add, or if you, at one point, think I don't feel comfortable anymore, please let me know. Then we can either skip parts of your interview or we skip the interview. Just feel free to contact me with any concerns.

Interviewee 8 (35:58):

Thank you!

BP ([36:01](#)):

Great. Well then I'm going to stop the recording if those okay for you.

Interviewee 8 ([36:08](#)):

Yes.

## **App 6.10: Interview 7**

BP ([00:07](#)):

Hi. How are you doing?

Interviewee 9 ([00:14](#)):

I'm fine. And you, Birgit?

BP ([00:16](#)):

I'm good too. Thank you. How are your school projects going?

Interviewee 9 ([00:22](#)):

I think so far everything is fine. And compared to the other teams, I think, we are a little ahead, so I'm quite confident that everything will work out.

BP ([00:34](#)):

Oh, that's good to hear actually. Well thank you for taking the time to meet with me today and to do this interview. As we have already discussed, when we agreed to have this meeting today, I'm currently doing my research on unethical rule breaking of F&B service employees in the five star hotel and you are part of the research. I just wanted to let you know that everything is anonymous. So your name will not be mentioned, only your experience, but then not the name of your workplaces and your age and gender will be mentioned if that is okay for you.

Interviewee 9 ([01:45](#)):

That's absolutely fine. Okay, perfect.

BP ([01:48](#)):

Great. If at any point you don't feel comfortable with the question or you don't want to answer the question anymore, just let me know, and then we can skip it or I can clarify if something is unclear.

Interviewee 9 ([02:02](#)):

Yes

BP (02:02):

Do you have any questions for me?

Interviewee 9 (02:07):

No. Nothing so far.

BP (02:10):

Great. Then I would like to ask you if you could give me a quick recap of your F&B experience.

Interviewee 9 (02:20):

Sure, when I was still was in my A- levels, so I was around 16 or 17 years, I believe I started to work at a pizzeria and I worked there as an allrounder or if there was need in the kitchen, I supported there, but I was as well responsible for the guests and making the drinks and as well, serving like starters and making desert. Because it was quite a small restaurant, I was responsible for the whole wellbeing, sort of for the guests and to check whether my co-workers are doing fine or whether need the assistance. And after my A-levels, I started an apprenticeship at the five star superior hotel in Germany and mainly the whole first year during my time there, I was working in the normal restaurant for the guests, where they had breakfast, where they had some quick lunch breaks and as well dinner service. So that was quite a long period and as well, I had contact with a three-star Michelin restaurant, working there for a moment. So quite a broad perspective of different F&B outlets.

BP (03:46):

Nice. What was your favourite outlet, out of curiosity, during your apprenticeship?

Interviewee 9 (03:57):

Personally, I rather prefer working for the rooms division than F&B but, I definitely enjoyed working at the three star restaurant because I think it's just an experience not many people are able to experience during the apprenticeship and working together with a really famous chef and his service managers. I think it's just another level you usually not getting any insight to.

BP (04:29):

Okay. That's interesting. What were the differences between the outlets that you prefer rooms division more than F&B?

Interviewee 9 (04:47):

I think it's just generally less hectic working in rooms division. I mean, there are times when it's getting really stressful. I mean, on Sundays when there are a lot of people checking out, but I still had the feeling, it was more personal stressful interaction with the guests rather than for F&B. And I was working in the service and I think there's always this difficulty between kitchen and service and that it was more like a fight between each other, rather than supporting one another. So I think there in Rooms Division it is more pleasant or less disappointing situation, I would say.

BP (05:33):

Okay. Nicely said. when it comes to rule-breaking, can you tell me the most crucial moment in your F&B career what you remember or like a rule breaking you felt "okay, now that was really not okay anymore"?

Interviewee 9 (06:02):

I mean, there are several experiences, I would say where you think like, okay, this is actually not how it's supposed to be. *I think it starts with like smaller things when you're in a hurry and then you're maybe forgetting that there was a lactose free milk order for the coffee rather than the normal mode and you just accidentally serve the normal milk because you were just in a rush or that a fork or a knife is falling on the ground and you either way pick it up because you believe there is no impact.* It was just one second being on the ground. So I think there are several smaller issues coming across. I remember just once, where a guest had an allergy for nuts, and somehow it got messed up in the kitchen and he was served the dish with nuts. And that had quite a large impact because obviously the guests got an allergic reaction and we were just lucky, it was not me serving the guests, but luckily in the hotel, there's usually like at least one doctor around as guest. So they got aware of the situation and they just helped immediately, so could help the guest. And with that emergency kit the guests had with him, everything went fine, but I think those small mistakes you could make then have like the largest impact basically.

BP (07:44):

Okay. Wow. That's also a bit scary, I can imagine.

Interviewee 9 (07:48):

Yes. I mean, there are so many allergies people have, and usually as a service employee, you're getting at some point annoyed, if it's like the 10th allergy, this person has, and I once had a guest, as she told me that she's allergic to a whole list and it was in total 16 allergies. And at some point I just did not believe it anymore. It was really hard to still stay like in a professional attitude and be like, okay, well we do everything accordingly and respect all the allergies, because you never know whether it's true or not, and there can happen so much in the end.

BP (08:32):

But you respected all those sixteen allergies?.

Interviewee 9 (08:35):

Yes, I gave the list to the kitchen chef and said "well, there's a wonderful present I have" He was not that amused, he was as well disappointed with me. And there was a part where I think the whole kitchen service fight was back because I can't change the allergies the guests have. I'm just the person giving this information back and forth.

BP (09:08):

You said that the doctor came and helped the guests, but how did your manager manage the whole situation?

Interviewee 9 (09:22):

I mean, at first we were all super shocked obviously because, an allergic reaction, especially to nuts, can get quite life-threatening in the end as well. And luckily the

*Unethical Rule breaking in F&B service departments of five-star hotels*

manager knew that a doctor is in the restaurant itself because it's usually quite likely that the restaurant managers know the people being in the five star property. And the doctors were loyal guests. They were visiting the hotels and for 30, 40 years. So he knew them quite well. And he tried to just keep everyone calm and tried that the tables around are not getting too involved as well, and that it's not getting too messy. So there's still space for somebody to intervene and help the person with the allergic reaction and the manager himself, he asked his assistant to stay with the guest himself so he is able to approach the loyal guests and just ask him for assistance and tell him that there was an medical emergency and that he shall help.

BP (10:43):

Okay. Interesting, good. This leader in specific, what was your opinion about him?

Interviewee 9 (10:54):

I found it quite impressive that even the situation was quite intimidating at some point. He was still quite relaxed and tried to not get his stress on others around him because I think that would be just working against him. And I know that afterwards there was quite a large discussion with the person being involved or who was responsible basically that the dish with the nuts were served to the guest having the allergy. But I believe he was super fair at this point because it was somebody still learning. You could not give all the responsibility to him because obviously he's not yet there. And the result out of it was the communication, the service staff, and as well between service and kitchen needs to be enhanced and that even though the waiter is taking the order, that there needs to be another backup, if there are persons with allergy or special requests to avoid similar things to happen.

BP (12:19):

Okay. That sounds very nice that you say he was quit a fair manager in that moment. Was he fair in general or how did he behave in general?

Interviewee 9 (12:33):

It was like a super generous and fair leader. Some of us even called him the father for the restaurant, because he was taking care of everyone and especially protecting the younger ones and from the kitchen, because quite often kitchen tried to intimidate the younger ones in service to show them that they're the ones with the higher managerial level or more power. And then he was always " okay guys, it's not working like this and if there are any difficulty you tell me and I will make sure that the service is going well ". And he made sure the younger employees are adapting or checking for their mistakes. But with him high managerial levels have not the ability to be super intimidating and bad towards the younger, less experienced. He was super protective and nice.

BP (13:32):

So if I understood correctly, he was protective and supportive as well?

Interviewee 9 (13:38):

Yes.

BP (13:38):

I then assume that you were quite loyal to your boss in the restaurant?

Interviewee 9 ([13:48](#)):

Yes, absolutely. If there was a shortage in staff and he needed another person for the evening because there was just less service there, then you could not say no to his wish.

BP ([14:10](#)):

Okay. That's nice. And how did his nice and supportive leadership style influence the team and your coworkers or the bond with your co-workers?

Interviewee 9 ([14:23](#)):

Working with him, it was really like a family working together and he always emphasized that it's really about supporting each other to get to that common goal of having a successful service for instance. And I think, especially because he lived by what he preached basically .... really getting into the different parts of the restaurant and taking the dirty dishes back as well and really being present, he was an example for everybody else to live by his example, basically. His assistant wasn't that of a family member, I would say, or not like the head of the family. That was always different. When the restaurant manager, like the so-called father, was there, I think service was finished earlier because everybody supported each other to be finished because, he was also giving compliments in the end or saying "Everyone gets a glass of wine because the service was so successful". So there was really an appreciation you felt as employee and that was not the case with his assistant. So I think, service wasn't as fun.

BP ([15:56](#)):

It wasn't as fun with the assistant manager. Would you say there's a difference in the rule breaking within the team during the different two leadership styles?

Interviewee 9 ([16:14](#)):

I would say so, because seeing the differences in how everyone behaves towards each other during different service periods, I would say there were less rules broken and with the restaurant manager rather than with this assistant, but I can't prove this at the moment. It's more a feeling I have and the overall environment, or spirit you had during service.

BP ([16:48](#)):

Okay. Do you have any example, when breaking the rules with the assistant manager or for the assistant manager?

Interviewee 9 ([17:02](#)):

You mean with breaking the rules, that it has an impact on the team?

BP ([17:09](#)):

I'll rephrase the question. Sorry. Have you ever broken a rule unethically in order to satisfy the assistant manager or maybe the father of the restaurant?

Interviewee 9 ([17:31](#)):

Let me see. I think for the assistant restaurant manager, I'm not 100% sure anymore when it was or in which circumstances, but, there was a huge rush in the evening during service and everything needed to go super fast and he was just screaming that the



dishes need to go out. And usually there's this rule existing within the restaurant that once a plate is being served or outside in the restaurant and it's getting back, we don't serve it anymore. Even though the guests did not touch it or there was no contamination. But it's just that it was out, it's not hot anymore, you get rid of it, or the manager is eating it or you leave it for after service, but it's not any more for the guest. And quite often when there was a meal getting back and it was super nasty, but everyone was just under pressure, then you just took it once more out to another table.

BP (18:54):

Interesting. And you were involved in that?

Interviewee 9 (18:59):

Yes. It was rule breaking per se, yes. I think it had an impact on the guests for sure. But I think he was not that aware of the rule being broken.

BP (19:13):

Okay. How did it influence you when you did that?

Interviewee 9 (19:21):

I think it's quite nasty to be honest, because just thinking about yourself, being in the restaurant, and you're sitting there with the expectation that you're getting served, the best whatever you ordered and that everything is fresh and that it's just being prepared for you. And just having in back of mind that you were involved in such a situation as well. I think it's just harder to enjoy a pleasant stay at the restaurant when you're there yourself. And I just remember like when I'm with my parents and they're always super happy when the meal were arriving and for me, it was always the second thought in the back of my head "is everything fine with this meal?" Or what happened in the restaurant, was your stress? Is it just the one which was already served to another table and so on.

BP (20:15):

But if I understood correctly, you took it out and you did not speak up towards that assistant. What would you have needed in order to speak up?

Interviewee 9 (20:31):

I think for me, I was just starting in this company and for sure there was quite a good connection with the other employees or your co-workers. But I did not have the authority, because I think it's quite strict hierarchical levels within gastronomy, especially within the restaurants and I mean, it was several co-workers behaving the same, even though we knew that it was not the correct way or it's not ethically okay. I think, maybe a co-worker who was like, "Okay, can we just check. I mean, something was wrong, and shouldn't we maybe talk to the manager that something like this should not happen?" So maybe the assistant or the encouragement from different co-workers to speak up and maybe a stronger bond between co-workers.

BP (21:41):

Okay, so you would try to speak up if you would know that you would not be the only one who feels like this?

Interviewee 9 (21:52):

Yes, at least in the beginning. When I was at a later stage during my apprenticeship, there were times when I spoke up as well. But I think, especially in the beginning when you're just one of 10 or 20 waiters and it's rush time, I think you're at the first stage, maybe don't even think that it was not right at this moment.

BP (22:18):

Do you think that has something to do with self-esteem then if you would later be confident enough to speak up?

Interviewee 9 (22:27):

Yeah, I think so. I think it's, for sure on one hand the encouragement whether your supervisor or manager is approachable or if you know, that he's going from zero to 100 in a moment if you just criticise something. But I think on the other side, it's about self-esteem because I think even though you know, that another person might not like to hear your opinion, if you're having the self-esteem, you would likely not care or would give less to what he is then thinking of you.

BP (23:10):

Okay. If I understood correctly, he did shout at you if he was stressed?

Interviewee 9 (23:14):

Yeah, sometimes.

BP (23:14):

And their restaurant manager, the father of the restaurant, how did he behave?

Interviewee 9 (23:27):

There were times when he could get louder, but I think that's, again, it should not be an excuse, but just a little how it's going within hospitality. Because sometimes the communication is quite harsh, but with him it was always... He was approaching one afterwards and being like "okay, well this was not correct and apologized" and he explained the situation and that I was sort of making everything more acceptable because I mean, all of us are just humans. So if it's stressful, we're behaving differently. But with this assistant, this wasn't the case. He was just being impolite without giving reasoning or saying sorry later.

BP (24:17):

Okay, I understand. That is tough. When we go back to the part where you said it's about authority as well. Because you explained to me, correct me if I understood it wrong, that there is a quite strong and tall hierarchy in place in gastronomy, and that you didn't have the authority to even speak up to him. What do you think about responsibility for decisions? Did you feel like you had the responsibility for the decisions you made or the actions you took?

Interviewee 9 (25:02):

I think seeing it from this perspective at the moment, obviously you need to make decisions yourself, even though you were at the super low level of hierarchy. I think in most cases it was accepted that you made the decision. However, in case your decision was maybe not the correct one, then you were always the one being pinpointed at.

*Unethical Rule breaking in F&B service departments of five-star hotels*

Stating "But it was your decision. You made it wrong, even though you're still learning". And I think it was like super situational that they somewhat expected you to behave and act and solve the problem. But if it was not per se the correct one or how they would have done, then it was bad that you own the situation and took responsibility. *So it was quite hard to distinguish if you're now having sort of the responsibility to act or not.* That was quite hard to just choose between.

BP (26:05):

Interesting. Have the two managers or one of them, ever broken rules for themselves as well?

Interviewee 9 (26:21):

I only know that, for instance, the father, even though he was like role model for the whole team, *each evening, even though it was a non-smoking restaurant, he smoked inside the restaurant and he accepted it as well that his employees are smoking there.* And that was somehow not corresponding with the image you had, but still it was more that the team is feeling comfortable and it was more, because of being together and just enjoying the evening together, that it was sort of exempted and nobody thought about it, but yes, he as well broke the rules. *The assistant manager, he was usually during evening service at some point starting to drink a glass of wine or two. And this usually was starting quite early, so around half past eight or nine-ish when there was still a lot of work to be done* and usually he was hiding it a little, but I mean, we're as well not dumb as employee. So we quite easily find out.

BP (27:39):

Were you as employees able to drink as well then?

Interviewee 9 (27:43):

Not officially, but it was at some point just accepted that there was drinking. The sommelier, he invited us as well, sometimes during service to taste the wine or to try a class. And some days they reminded us, "okay, guys, you're not allowed to drink during service or when at work" and some other days, it was like, okay, it's more or less for the learning experience. So it was fine. *So we knew that the rule was existing to be like sober at work and don't drink alcohol, but there wasn't really any consequence if you had a glass of beer during service. So it was quite inconsistent there.*

BP (28:32):

Okay. So the assistant manager, he broke the rules by drinking, but he also didn't give any consequences to you if you would drink.

Interviewee 9 (28:41):

Yes.

BP (28:41):

And also the father of the restaurant, the smoking afterwards, he allowed it to you as well?

Interviewee 9 (28:49):

Yes.

BP (28:53):

Interesting. But then it was quite balanced, I assume. Has there ever been a moment where you were like, okay, I need to go to a higher-level hierarchical person to talk about any rule-breaking?

Interviewee 9 (29:11):

Yes, but I'm not sure whether this fits in there. **My working schedule once has been changed during the night, around midnight and nobody told me**, and I was planned for the next day to start at four o'clock. And it was during Christmas holidays, my parents visited me and at half past three or something, I had the first call and voice messages, like why I'm not at work and how can it be that I'm late. And then I showed up at work and I just could not follow where this statement came from. I checked the evening before in my schedule and by then it was still four and then they just changed it in the middle of the night. How am I supposed to know that? I mean, you don't think that this will happen. The assistant manager, the first two hours, they thought I'm in another outlet, in the bar and help them because it got messed up and they did not even check. They just assumed it. And then two hours later they came to the conclusion that maybe we can just check how's it going down there and see whether we can take her again to the restaurant. And when I was arriving at four, how I was supposed to in the beginning, I got screamed at, why am I being late? And how come I behave like this? And why I'm having such a high self-esteem that I can just show up to work whenever I would like to. And I mean, it was just the beginning. I was the first year in this company and I was just not aware that I made a mistake and I found it just so unfair that even though they're legally not allowed to change your working schedule in the night, they still make you the one having a bad feeling, even though you did not do anything wrong. **And that was when I showed up to a higher managerial level and just being like, okay, what am I supposed to do? And ask them for help to support me in this situation.**

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BP (00:00):

And how did it work out?

Interviewee 9 (00:26):

And they talked to the manager **and he apologized with me that the schedule has been changed and that there was such a mess and that he was screaming at me and promise that something like this will not happen in the future, but obviously it did.** Like the **scheduling at the restaurant was super spontaneous sometimes, and I think that they just forget about informing the people and they just assume that everybody knows.** For me, luckily the same situation did not appear once more, but it quite often happened that somebody was too early or too late because of last minute scheduling changes.

BP (01:12):

It's not really convenient, especially because in a F&B you often have a lot of over hours anyways, I don't know with your company, but from my experience, I know that it's not convenient if you come to work early.

Interviewee 9 (01:32):

Yes and I mean, all of us have their own private lives as well. It's already hard if you have like only one weekend in advance to know how you're working and you don't know

when you're having off, but then just being always spontaneous, seeing if work needs you earlier, I think it's just a level of respect showing the employee "Okay, these are your scheduled times and we stick with those."

BP (02:00):

It's by the way, not even legal to only give you the schedule a week early in Germany, but anyway. So I heard a lot about your leaders. That was very nice. Can you tell me more about the team bond and your co-workers regarding unethical behaviour?

Interviewee 9 (02:26):

I think it was a huge difference because as I started as an apprentice and with me, it was around 60 to 80 apprentices, depending on the time and between us, because we were the same level of hierarchy, if you want to say so more or less a similar age, we had similar experience, so the bond was super strong, but there were as well older employees who had another perspective or opinion on stuff. *And it was just, I think, a generational difference there as well, that with some co-workers you were closer than with others.*

BP (03:11):

Okay. Did that influence you when breaking rules that difference?

Interviewee 9 (03:20):

*I think so. I think with the ones being comfortable with, I would have rather broken the rules or I rather broke rules than with the ones not being that close, because you could rely on each other. That it was sort of a safe space and I mean, everyone knew that at times when it got stressful, somebody is breaking the rules and it was just acknowledged, but it was not really talked about, and I think if you're not too close or there's a generational difference, you would always got pin-pointed at it. And the ones having more experience were the ones double checking, whether you make everything correct and whether everything's fine and they are as well more likely, I believe to say, okay, you did a mistake and it's not true what you did rather than somebody with a similar experience or background than yourself.*

BP (04:34):

Okay. Safe space, you said that's interesting. So if I would say that good team bond or a good bond between co-workers actually enhances rule breaking, what do you say about that?

Interviewee 9 (04:48):

I think that's a harsh statement. I mean, it somehow would imply what I've just said, but *I think as well that a strong team bond can prevent actually mistakes or rule-breaking from happening, because you can rely on each other and it does not get stressful because you're working so closely together that there's always time for correct behaviour, if you would like to say so.*

BP (05:20):

So if I understood correctly with a stronger team, you work more effective?

Interviewee 9 (05:26):

Yes.

BP (05:26):

Which equals it doesn't get stressful and then you don't have to break the rules.

Interviewee 9 (05:32):

Yes, I would say so.

BP (05:35):

Is then the rule breaking about efficiency?

Interviewee 9 (05:41):

At least with the experience I had, it was like a lot in connection with efficiency, because I believe, at least when it comes to getting the dish out to the guests or checking if the knife or the fork is properly clean, if you have the right milk in the coffee machine and stuff like that, I think you're disrespected if you're in a hurry and I think you maybe just be sure everything will be fine and therefore you don't double check it because there's just no time for it. So, I would agree that it has to do with efficiency.

BP (06:24):

Okay. Out of curiosity, have you ever broken a rule in an unethical way in order to help or support a coworker?

Interviewee 9 (06:37):

Let me think.

BP (06:48):

Should I give you some examples?

Interviewee 9 (06:53):

Maybe that would be helpful, yes.

BP (06:55):

Okay. So for example, I heard that someone covered up someone coming late in and told the manager that the colleague was already here, or someone covered up that the other person sold the wrong wine and they moved around the wine in a the different bottle.

Interviewee 9 (07:15):

Yes, for sure. We did that, and including myself. If you knew that a close co-worker or anybody was late, it was usually quite snowy as well where I worked in the winter, so it was often happening that you just underestimate the time you need to arrive at work. So it was only two or three, four, five minutes, something like that where the other person was late, but you just said "Oh, I already saw her being in the changing room" and stuff like that. Or she was just using the ladies room just to make her have a couple of more minutes and as well with ordering, it was quite often as well in the beginning when I was not that aware about the wine cards being there that I accidentally ordered the wrong wine, but then swoped it with the co-workers as well. So I mean, stuff like that happens, I would say, even though it's not nice, but it is as well here, I think about supporting each other.

BP ([08:36](#)):

Okay. It's about supporting each other. When you say beforehand that there were two kinds of teams within the team, so there were the older generations and the younger generation, did you make a difference in how far you go in supporting each other or breaking the rules for each other for closer colleagues and for older colleagues?

Interviewee 9 ([09:09](#)):

Yes, I would definitely say so, because if it's a friend of mine, the co-worker, then for me it's easier to just saying this for a friend, if I know that he's just being late by a couple of minutes, that he will show up a moment later. I didn't do that for the old co-workers I have been working with and as well, I think it's still maybe a level of sympathy because, I mean, we're all humans that you're maybe more likely to cover up your friend rather than somebody you're not that close with, but still, I mean, I did not do everything for my friends. I mean, I was still working there and wanted to have my own security and respect by the managers and it was more like smaller things. So I did not cover up anybody stealing something or some of that.

BP ([10:05](#)):

Have you encountered that, anyone stealing?

Interviewee 9 ([10:09](#)):

Not myself, but I heard from some that people were taking a bottle of champagne or bottle of wine after service with them, but I never knew whom it was or did encountered a situation like that.

BP ([10:25](#)):

So they kept it quiet secretly or expose the person in the team.

Interviewee 9 ([10:33](#)):

Yes.

BP ([10:33](#)):

That is fair, I think or that's a nice way to handle that situation. Have you ever had to step over your own ethical values of boundaries in order to satisfy your job requirements?

Interviewee 9 ([10:59](#)):

Could you rephrase that question?

BP ([11:02](#)):

Yes. I'm sorry. So every person has own personal values and ethical limitations, right. So everyone says, okay, this is how far I'm going and no further, or this is what I think is okay and is considered ethical and not anything else. Have you ever had to stretch those boundaries, your own personal boundaries in order to be able to do your tasks which were required?



Interviewee 9 (11:35):

Yes, I think so. There is one example coming up to my mind. For me, for instance, it is super important to be polite and as well that every person can accept and acknowledge the mistakes they've made and that everybody is sort of his own supervisor as well, and being like, "okay, I don't know Birgit you did this and that wrong. Just live with it and live by the consequences as well", and during one service, I did wine service with a guest. It was more or less the cliché, the man having a white suit, I was serving red wine and I already sort of stated, "okay, just attention I'm there" already serving the wine. So I have my space sort of to work with and make the service. And I'm not sure whether the guest... I had the feeling, he just did not like to hear it and then there were sort of an accident. He was at this moment grabbing his glass, even though I was to pour another glass of wine in, and then half of the wine glass got on the table and little on his white suit. In the end, all the fault and mistake was my responsibility. I was blamed for it from the guest. I mean, you're in a five star superior property, you know, the guest is king. So I was just not in the position to clarify the situation, even though I would have loved to state "Okay. There is an acknowledgement for the part of the mistake I probably made" or just raising his awareness that his behavior was not correct either, but I was just quiet because I knew it would not have a good end for myself.

BP (13:41):

That's a very difficult situation. How did that influence the service quality for that specific table for you?

Interviewee 9 (13:54):

I think I was not that polite afterwards because I was a little pissed or disappointed by the behaviour of the guest because I just felt like it was not fair, how he is behaving and super disrespectful. I put less attention at the table, even though it was maybe the wrong way to deal with it. I think he would've liked it rather for me being super extra and super polite and just checking that everything after that is going well, but at this point I could not acknowledge that it's like this unfair. And I remember as well that the day afterwards I got approached by our head sommelier and stating that there was an official complaint after that service and he approached me what was happening, and I explained the situation and it was mainly about the wine service was not properly. And I explained situation and the head sommelier could understand my reaction, but he advised me or asked me if in future times, if something similar like this happening, that I'm as well approaching him, that he is able to solve the situation or get with a new perspective to the table.

BP (15:23):

That is a phenomenon which is called service sabotage, what happens with service employees. I mean, from my perspective, that also happened and then you are not even able to deliver that high service and standard you normally give to guests, because it's about emotional labour and emotional labour is very difficult.

Interviewee 9 (15:53):

Yes, I think it was just personally blocking at this point. I was just not accepting him being rude and I felt really unfairly treated. So I think I just had not the emotional distance to behave professionally the whole evening.



BP (16:11):

Totally understandable, but that raises another question for me. How do you deal with situations or days where you don't feel good? Maybe because of personal reasons or you trust slept too little and you're really not in the mood to be smiley and happy around the guests. How do you deal with those situations when you've kind of have to be smiley and happy now?

Interviewee 9 (16:49):

I think it comes with the experience. At the beginning it was hard for me pretending that I'm happy or enjoying what I'm doing at the moment. But I think that being in the F&B or especially a waiter in service it's as well, sort of a theatre or you being an actor because you're the one making the evening and experience for the guests And even though you feel good or not, I think, there's no place for it basically for your own emotions in some part. But on the other side, I have to say that because we had so many loyal guests, it was always nice to see them and you could expect each evening, somebody you're familiar with and comfortable with. And those people were really the ones changing my mood then. So it was as well, the first Christmas when I did not have off, I mean, that's obvious sort of, but you're still disappointed that you have to work rather than enjoying Christmas with your family, but the guests made me have an enjoyable evening because you already knew them. And it was more like having the evening together rather than me being only the one making the service for them. So I think within luxury properties as well, maybe even more private ones where, you know, the customers, I think it's quite easy to accept that you maybe personally are not in a good mood, but just with being with guests whom already know you probably, or just really personally interested in what you're doing and acknowledging and appreciating what you do. I think that can just change the mood within a couple of minutes maybe even.

BP (18:44):

That's good. So they can change your mood in both ways customers.

Interviewee 9 (18:48):

Yes.

BP (18:51):

I would have a few more questions, but I don't know how your time schedule is.

Interviewee 9 (18:58):

It's fine.

BP (19:00):

That's good for me, because it would actually address a completely different topic. Are you familiar with code of conduct or code of ethics?

Interviewee 9 (19:17):

I heard of it, but I have to say, I can't recall like properly at this moment.

BP (19:24):

Okay. So basically code of ethics of a company states, how they want you to behave for their values, how they think you treat customers, suppliers, any stakeholder, basically. I mean every company writes their own, right. So each of them is a bit different. So some are more detailed, some are less detail, that's basically the principle that they show you as employee "Okay. That's how we behave. That's our guiding principles". If you only heard about that, then I assume that you didn't have one in the hotel you worked at.

Interviewee 9 (20:10):

No. There were some unwritten rules, if you would like to say so, but it was not that everyone was maybe aware of them and had the similar ones in mind. I believe when it comes to interaction with guests as a stakeholder, it was super clear. Everything the guest wanted to have or wishes they should be fulfilled because guest is King. But apart from that, it was with co-workers and the employees themselves, it was super different depending on I think the generations as well. I think there was more easier going or more, I would not say friendlier, but a different sort of atmosphere among the younger generation compared to younger and older ones. And I think especially, because there were quite some differences in leadership styles, like the owner he was super from top to bottom autocratic. There was nothing besides that. And then you had as well younger managers who tried to give you some more autonomy and responsibility making the decision. So it was super depending on with whom you interacted and therefore there was no common rule which was applying for everyone at every time.

BP (21:47):

Okay. That's interesting. Do you think that if this code of ethic would be in place that you could limit the rule breaking in the F&B outlet?

Interviewee 9 (22:07):

I think so in some extent because even though it's maybe logical for me and you, to be honest and to have a polite communication and behaving as you should being on a workplace, I think not everybody has the same opinion or has the same awareness. I think many people are just maybe trying as well, how far they can get before somebody is telling them "Hey, this was one step too far" and I think if you have this ethics or sort of rules from the beginning, then you know where you limits are.

BP (22:49):

Right. And what do you think is the most important or most crucial point in making sure that those rules then are actually implemented or lived by?

Interviewee 9 (23:02):

I think that the managers of the different departments for sure have a huge responsibility, because for me it would mean, if my supervisor or manager is not complying with those rules, why should I. So I think they have a huge role model function in this aspect.

BP (23:23):

Okay, good. Thank you. I'm done with all the questions I had. Thank you so much for your time. Is there anything I didn't address yet or where you think, okay, this is really

something important, which you have to consider when it comes to ethical behavior or rule breaking?

Interviewee 9 ([23:46](#)):

Maybe it just a thought that this point, I mean, we had quite some foreign workers as well. For instance, when it came to dishwashing or like the, I would not say less important work which needs to be done, but just where you maybe would not need that much knowledge or to be trained.. I hope this is not discriminating at this point. **And I think just having different maybe cultures or ways of thinking within one organization. I think this is one aspect one might need to consider that. I mean, for a German grown up person, it's maybe something else to behave properly, I would say in an organization then for instance, for, I don't know, even a Dutch person I think there are already huge differences.**

BP ([24:50](#)):

Okay. So you mean that they just have different values or principles and ethical boundaries as well?

Interviewee 9 ([24:57](#)):

Yes.

BP ([25:00](#)):

Cool. Thank you. Do you have any questions for me right now?

Interviewee 9 ([25:08](#)):

No, there's nothing left from my side.

BP ([25:12](#)):

Perfect. Then just for you to know the progress of my thesis will look the following. I'm going to colour code all the interviews, of course and my main goal is to create a small advisory paper for the F&B industry in the five star hotels out of all the answers. If you, at any point, want to add something you can always call me or if at any point you don't feel comfortable anymore with your interview being used for my thesis, you can just let me know and I'm going to adapt to your needs and wishes.

Interviewee 9 ([26:02](#)):

Okay. That's very generous, but I think it's not likely to happen.

BP ([26:06](#)):

Okay. Well then I'm also happy. Perfect. Then I'm going to stop the recording, if that is okay.

Interviewee 9 ([26:17](#)):

Yeah.

## **App 6.11: Interview 8 German**

00:00:05

*BP:* Danke auf jeden Fall, dass dir die Zeit genommen hast fürs Interview.

00:00:08

*Interviewee 10:* Gerne

00:00:08

*BP:* Wie schon besprochen, das Interview ist anonym und ich werde also keine Namen nennen. Und solltest du irgendwie eine Frage nicht beantworten wollen oder danach draufkommen, dass du nicht mitmachen möchtest bei dieser Research dann einfach Bescheid geben. Und solltest du Fragen haben auch einfach gescheite. Hast du denn Fragen?

00:00:34

*Interviewee 10:* Nein, habe ich noch nicht.

00:00:37

*BP:* Kannst du mir denn ganz kurz deinen F&B Werdegang sozusagen erklären?

00:00:43

*Interviewee 10:* Ja, ganz klassische Schweizer Ausbildung. Restaurationen Fachfrau, nur wenige Monate Commis, so zirka 2. Dann Demi-Chef de Rang, dann Chef de Rang ein paar Jahre. Und dann schon Chef de Service, stellvertretende Metre d' Hotel, metre d' Hotel Ersatz, weil der krank war, aber immer noch Chef de Service, dann wieder zurück Chef de Rang, dann Juniorchef der Service, dann Supervisor, wieder Juniorchef des Service und jetzt Gäste Experience Manager aka Vertretung für den F&B Manager.

00:01:26

*BP:* Okay perfekt, krass. Du hast richtig viel Erfahrung einfach.

00:01:34

*Interviewee 10:* Hallo, ich bin auch schon alt.

00:01:38

*BP:* Du bist doch wirklich nicht alt. Was bist du? 26 28?

00:01:42

*Interviewee 10:* 28

00:01:43

*BP:* Eben, noch voll frisch und Jung. Okay, also deine Experience hatten wir. Also in der Schweiz habe ich ja gelernt, dass du Restaurationsfachfrau hast. Das heißt, dass du gar nicht an der Rezeption oder so gearbeitet hast?

00:01:58

*Interviewee 10:* Doch habe ich auch. Also Schweizer Ausbildung ist immer auch ein paar Monate in die andere Abteilungen mit reinschnuppern. Auf jeden Fall Küche. Aber meine Hoteldirektor waren sehr dahinter, dass ich alle Abteilungen kennenlernen. Ich war im HR, ich war im Housekeeping, ich war im Front Office. Ich war sogar Direktionsassistentin und habe da reingeschnuppert und im Kids Club. Also ich war wirklich in jeder Abteilung was es so gibt genau.

00:02:27

*BP:* Das ist ja cool, spannend.

00:02:28

*Interviewee 10:* Ja, richtig cool.

00:02:32

**BP:** Also du bist ja dann im F&B geblieben. Ich gehe davon aus, weils dir auch am meisten Spaß gemacht.

00:02:36

**Interviewee 10:** Wahnsinn. Es gibt einfach nichts besseres.

00:02:41

**BP:** Warum macht es dir denn so viel Spaß?

00:02:43

**Interviewee 10:** Also ich finde, Leute abzuholen mit nicht nur einfach essen und trinken zu servieren, sondern auch einfach mit Emotionen zu begeistern und so einen Urlaub egal obs nur in den Kurzurlaub oder ob es als Restaurationsfachfrau im normalen Restaurant nur ein Tag ist oder nur ein paar Stunden, die gehen mit einem Lachen raus und irgendwie ist so ein Gästelachen oder so ein herzliches vielen Dank, Es war super, es war toll, ist irgendwie soviel wert. Das freut mich jedes Mal.

00:03:17

**BP:** Und das hattest du in Front Office z.B. nicht diese Erfahrung?

00:03:20

**Interviewee 10:** Das bin ich einfach nicht. Also ich bin sehr wenig mit Computer. Ich bin wahnsinnig gern, immer direkt mit den Menschen. Ich mache wahnsinnig gerne die Mis-en-place Arbeiten, was jetzt auch im Service dazugehört. Aber ich bin immer so gerne vor den Gästen und im Front Office ist mir einfach zu viel theoretisch Büroarbeit. Das bin ich eben nicht.

00:03:41

**BP:** Okay, perfekt. Wir haben hier schon gesprochen, dass es um dieses ethische Regeln brechen geht. Dieses Regeln brechen, dass dann negative Konsequenzen hat. Was ist denn das Ereignis, wo du dir denkst, dass war das ärgste Regel brechen, das ich je mitbekommen habe oder selber gemacht habe.

00:04:05

**Interviewee 10:** Also selber gemacht nicht. Es war im XXX in XXX. Da waren Kollegen dabei, die haben zusätzlich auf die Rechnung den Gästen nochmal 10 Prozent Trinkgeld, den ausländischen Gästen, die mit Karte bezahlt haben 10 Prozent Trinkgeld auf die Rechnung extra drauf gemacht haben und das schon vorher und zusätzlich dann aber nochmal wenn der Gast gefragt hat, ist da Trinkgeld schon dabei.. fragen ja oft amerikanische Gäste, und dann haben die nein gesagt und wo ich das mitbekommen habe war ich erst zwei Monate in dem Betrieb und hab ich sofort meiner Mama erzählt und auch einigen anderen. Und ich hatte ein ganz ungutes Gefühl. Das war sehr, sehr ... ich bin ein Mensch, der hat von zuhause schon die Erziehung, dass man immer die Wahrheit sagt. Und das sind meine Werte und Gäste verarschen ist halt ein absolutes no go. Ich finde das echt heftig. Also ich finde es ist fast Betrug und die haben im Endeffekt dann auch ein Urteil bekommen. Zum Glück ist es dann alles auch irgendwann mal rausgekommen und aufgedeckt worden. Aber das Problem ist, die haben mich dann mit reingezogen und das war wirklich nicht schön an der ganzen Geschichte.

00:05:33

**BP:** Und wie haben die dich da reingezogen?

00:05:35

**Interviewee 10:** Die haben auf meinen Namen dann auch boniert und das falsch abgeschlossen. Also auf meine Schlüssel Nummer.

00:05:42

**BP:** Das ist ja unfair.

00:05:42

**Interviewee 10:** Richtig. Aber die haben mitbekommen, dass ich halt sehr viel Trinkgeld so gemacht habe, ohne dass ich so eine Scheiße abziehen muss. Und in diesem Laden ist halt alles nur um wer macht am meisten Trinkgeld gegangen. Und das ist halt irgendwie im Endeffekt nicht das, um was es mir in diesem Beruf geht. In dem Beruf gibt es so viel schöne Sachen und um mal richtig Geld zu verdienen, müsste man in einer andere Branche arbeiten.

00:06:09

**BP:** Auf jeden fall. Also hast du denn dann irgendwelche Schritte eingeleitet wo du das gemerkt hast?

00:06:14

**Interviewee 10:** Ja, ich bin direkt zu die verantwortlichen Chefs gegangen und am Anfang wurde as noch ein bisschen ignoriert und ein paar Monate später wurde dann mal quasi kontrolliert, wie welche Rechnungen zustande kommen et zetera. Genau.

00:06:29

**BP:** Okay. Hast du deinen irgendwelche Konsequenzen gespürt von deinen Kollegen?

00:06:35

**Interviewee 10:** Ja, ja. Also es ist klar, dass ist auch schon fast Richtung Mobbing gegangen. Das ist logisch. Also das war klar. Da kommt jemand, der so gut sag ich mal seinen Beruf und ohne faule miese Tricks und ohne Betrügereien und so macht. Es war halt wirklich so, ich hab echt gut Trinkgeld immer gemacht, weil alle Gäste sehr zufrieden waren, weil ich sehr viel Stunden auch gemacht habe. Man muss überlegen, ich habe von vormittags um 11 Uhr bis nachts 2 oder 3 Uhr gearbeitet und habe nie meinen Tish übergeben. Ich habe auch alle Tische den ganzen Tag über behalten. Ich war die Person, die auch nachmittags Durchdienst gemacht hat und die anderen haben halt alle Zimmerstunde oder Pause gemacht. Und es war dann klar, du machst dann natürlich mehr. Du hast mehr Gäste, du machst mehr Trinkgeld. Also ist es bei mir logisch. Und die Kollegen waren dann sehr unfair irgendwann. Also wirklich, wo man so sagt Hey, was ist jetzt los? Aber in dem Laden ist vieles schiefgelaufen und es haben halt viele einfach nicht die Augen aufmacht oder sie wollten es nicht sehen. Es gibt viele Situationen, wo Leute dann quasi drüber hinwegschauen.

00:07:48

**BP:** Aber waren das auch Manager oder waren es auch Mitarbeiter die drüber hinweg geguckt haben?

00:07:53

**Interviewee 10:** Ja, beides.

00:07:57

**BP:** Das ist schon heftig. Also meine nächste Frage wär gewesen, was würdest du von einem Manager brauchen, dass er dir hilft.

00:08:09

*Interviewee 10:* Ja klar. Aber in dem Moment glaube ich, hat der Manager auch selbst mitverdient. Zumindest ein paar Managers. Es war wie so ein Teufelskreislauf und jeder hat von jedem nochmal profitiert, weil dann am Abend wurde dann mit dem Trinkgeld gemeinsam saufen gegangen, so ungefähr. Und bis man so etwas richtig merkt oder bis man merkt, was da alles nicht richtig ist, dauert das. Und dann hab ich irgendwann gesagt also ich mache das nicht länger mit und habe dann für mich beschlossen, dass ich kündige. Nicht nur wegen dem Laden selber, sondern auch wegen diesen ganzen Strukturen, weil ich finde sowas hat keine Zukunft. Und dann haben die anscheinenden Rechnungen gefunden, die ich auch falsch abschlossen oder gemacht hab und ja, das war einiges wo man wirklich sagen muss, das war richtig dreist.

00:08:57

*BP:* Das ist richtig krass und das ist auch das erste Mal, dass ich so etwas höre und vor allem bist du dann gegangen. Das heißt, es hat sich ja nicht aufgelöst dieses Verhalten.

00:09:11

*Interviewee 10:* Das hat sich dann aufgelöst, indem ich dann auch vor Gericht gestanden bin. Also die haben wirklich bis zum Gerichtsverfahren gehandelt. Im Endeffekt bin ich mit ein paar Tagessätze davonkommen, weil die Staatsanwältin geglaubt hat, dass ich von nichts gewusst habe. Also ich bin wirklich das erste Mal im Leben richtig in Tränen ausgebrochen vor dem Gerichtssaal, weil ich sowas noch nicht erlebt hatte und das für etwas, wo ich nichts dafür konnte. Mittlerweile glaube ich nicht mehr so ganz an unseren Rechtsstaat in Deutschland. Das wirklich Schöne war, dass zu über tausend Prozent meine Mutter hinter mir gestanden ist, weil ich ihr das in den ersten paar Wochen schon erzählt habe. Sobald ich das mitbekommen habe, habe ich ihr sofort gesagt, Mama, da läuft was ganz gemein verkehrt und sie hat gesagt, dann rede doch mal mit deinen Chefs und wo ich das gemacht habe, ist dann leider nichts passiert. Ja, das war echt heftig, aber das ist zum Glück schon länger vorbei.

00:10:04

*BP:* Krass. Da kommen so viele Fragen auf. Wie war denn euer Teamverhältnis bevor du gesagt hast, du gehst zum Manager wegen deren Behaviour? Hattet ihr denn ein gutes Verhältnis?

00:10:23

*Interviewee 10:* Also es ist halt so darauf angekommen. Natürlich bin ich schon ein sehr großer Teamplayer. Also ich arbeite sehr gerne in großen Teams und mir macht es mega Spaß zusammen nach der Arbeit noch was trinken zu gehen und so. Und es war wirklich ein gutes Team Verhältnis. Jeder hat jedem geholfen, aber du musst halt irgendwann sagen ... Dann oder zwischendrin hast du halt gemerkt wie jeder halt ein Einzelkämpfer wurde. Ich weiß nicht was da den Schalter umgelegt hat. Ob es die Drogenproblemen von manchen Kollegen waren, ob es der Alkoholeinfluss war oder weil der eine in München 800 Euro zahlt und einen 1100 Euro für seine Wohnung... Ich glaub es sind so viele Faktoren, aber ich mag darüber nicht nachdenken. Ich sage immer was richtig ist, ist richtig und was falsch ist, ist falsch und ich kann nicht anfangen irgendwie andere Leute zu beschreiben. Also ja.

00:11:15

**BP:** Ich bin ein bisschen perplex muss ich sagen.

00:11:16

**Interviewee 10:** Ja das hättest du jetzt nicht erwartet, was?

00:11:22

**BP:** Aber ich mein ein Manager, der sollte doch ein Leitbild sein, oder?

00:11:31

**Interviewee 10:** Das Problem ist, in diesem Betrieb gab es zu viele Manager. Die Hierarchie war wahnsinnig. Es gab einen Betriebsleiter. Es gab einen obersten Chef, der hat quasi sich nicht für das Tagesgeschäft interessiert. Er war nur der Geldgeber. Dann gab es den Betriebsleiter. Dieser Betriebsleiter hatte einen Stellvertreter. An dem Stuhl des Betriebsleiters wurde schon gesagt. Der eine Stellvertreter wollte übernehmen. Dann gab es noch einen anderen Stellvertreter Betriebsleiter. Und dann gab's alles Supervisors und das waren so die Manager on the Floor. Das war wahnsinnig. Ich weiß nicht ob du das kennst, aber dieses Restaurant hat 450 außen Sitzplätze, die Terrasse ist wahnsinnig groß. Also es waren einfach wahnsinnig viele Menschen und da war halt nicht viel mit Kontrolle. Da hat man am Abend die Abrechnung kontrolliert. Die haben uns kontrolliert und wir haben immer vom Tagesumsatz 1,5 prozent abgegeben, für die in der Küche, für die, die die Toilette sauber gemacht hat, für die Spüler, für die Barkeeper. Die 1,5 prozent waren von deinem Umsatz. Genau. Und sagen wir, du hast 1500 Euro Umsatz gemacht, nur beispielsweise, dann hast du 15 Euro abgeben. Und es ist natürlich immer lächerlich im Vergleich. Wenn du ein guter Kellner warst, bis du mal so mit 100 Euro Trinkgeld am Tag nach Hause. Also 10 prozent sag man, ist der Schnitt. Das schaffst du natürlich nicht jeden Tag, ist ja klar, weil natürlich nicht jeder Gast 10 prozent Trinkgeld gibt. Aber ja. An meinem dritten Arbeitstag kam einer der Manager zu mir und meinte, wenn du ein schlechter Kellner bist, dann gehst du mit unter 100 Euro raus am Tag, wenn du ein guter Kellner bist, dann merken wir das gleich. Dann gehst du mit über 100 Euro raus. Und das an so etwas messen ist nicht gut, weil du kannst ja nicht wissen, wie deine Schicht oder der Tag ist. Haben wir viele Gäste, ist schlechtes Wetter, haben wir die Terrasse zu... Also ich weiß nicht, aber sowas zu sagen, das war schon so richtig "Wo bin ich hier gelandet?" Und das war Tag 3, wo du dir denkst Ciao Leben. Es hat einfach so wahnsinnig viel Spaß gemacht, weil so viel los war. Und deswegen bin ich auch nicht früher gegangen, ich habe da Sommer, Winter und Sommer gemacht. Also zwei große Terrassen- Sommer und den Winter dazwischen, weil ich ihnen gesagt hab, ich möchte mir das schon anschauen wie das so läuft. Und es war immer viel, viel los. Es war immer Sonntag Brunch und wenn du Brunch Dienst hattest von 10 Uhr, da kann es mal sein, dass du natürlich nicht deine hundert Euro schaffst und dann wurdest richtig aufgezogen und dass man sowas an sowas festmacht, das ist sehr unkollegial würde ich sagen. Also z.B. ich rede grundsätzlich nicht über Geld, aber wenn der Manager der für die Abrechnung verantwortlich ist, dass du anscheinend nicht gut gearbeitet hast, das ist auch fragwürdig alles. Zwischenmenschlich waren da schon sehr viel Defizite.

00:14:31

**BP:** Wenn ich es richtig verstanden habe, hast du dich auch nicht so wohlfühlt mit Managern und..



00:14:38

**Interviewee 10:** Nein.

00:14:40

**BP:** Kannst du mir da ein Beispiel geben? Hattest du irgendwo ein Team, wo du dich sehr wohl gefühlt hast mit dem Team und mit dem Manager?

00:14:48

**Interviewee 10:** Also fast in allen anderen. Nein, aber im XXX, also mein Ausbildungsbetrieb. Das war die beste Entscheidung. Ich war da natürlich noch sehr jung, habe dort mit 14 als Schnupperlehrling angefangen und mit 16 bin ich dann in die Ausbildung. Von 14 bis 16 bin ich da immer arbeiten gegangen, weil es mir so Spaß gemacht hat, weil es so wie zweites Zuhause war. Und dann habe ich unbedingt gefragt, ob ich als deutscher Lehrling da quasi die Ausbildung machen darf und hab mich da durchgesetzt gegen zehn, zwölf andere Schweizer Lehrlinge und ich. Und dann habe sie gesagt, sie nehmen mich und ich habe mich so gefreut. Dann bin ich dort mit 16 in die Ausbildung. Do gehst dort hin und es ist theoretische ein fremdes Land. Klar, es ist nur ein paar Häuser weiter von München, aber es ist immer noch die Schweiz, es ist immer noch Sankt Moritz und ist theoretische eine andere Sprache, dieses Schweizerdeutsch und das Italienisch. Ich hab mich aber von vornherein immer wohl gefühlt. Und es war immer eine wahnsinnig gute Teamdynamik und ähnlich im XXX. Da war es auch vom Team wahnsinnig gut. Also wirklich wahnsinnig eng waren wir da alle, das war wirklich super.

00:15:58

**BP:** Hast du in den zwei Betrieben, wo du jetzt gesagt hast. Würdest du denn sagen, dass dort das Regeln brechen anders war oder nicht vorhanden war?

00:16:08

**Interviewee 10:** Gar nicht. Im Gegenteil.

00:16:11

**BP:** Auch nicht am Abend Wein trinken oder so?

00:16:15

**Interviewee 10:** Nie während der Arbeit. Nie, ein komplettes Alkoholverbot während der Arbeit.

00:16:23

**BP:** Und das habt ihr durchgezogen?

00:16:23

**Interviewee 10:** Ja, komplette durchgehalten. Während der Zimmer Stunde, wenn du erwischt wurde, wenn du Alkohol getrunken hat, konnte es sein, dass du unbezahlt dein Abend daheim sein musstest. Dass das kein freier Tag ist, sondern dass es ein unbezahlte Abend ist. Das war in meinem Lehrbetrieb so. Also mein Lehrmeister war sehr, sehr streng, aber sehr gut. Also das war bis jetzt der beste Mensch, denn ich kennengelernt habe, gastronomisch.

00:16:49

**BP:** Sehr schön!

00:16:50

**Interviewee 10:** Leider weiß ich nicht, wurde er abgeblieben ist. Er sagte, er wandert aus, aber keiner hat keinerlei Kontakt zu dem. Er hat nicht mal Facebook oder so. Also keine Ahnung. Ganz seltsam. Alle von dieser Gegen, da

weiß keiner wo er ist. Also das war der strengste Mensch. Es war nichts möglich also und es war sehr gut so. Es war für uns alle perfekt. Er hat immer gesagt Arbeit ist Arbeit und Bier ist Bier und das ist mittlerweile auch so mein Leitsatz.

00:17:18

**BP:** Und auch im XXX war das so?

00:17:22

**Interviewee 10:** Ja, im XXX war es auch so.

00:17:22

**BP:** Und in beiden Teams war die Teamdynamik gut hast du gesagt?

00:17:25

**Interviewee 10:** In beiden sehr, sehr gut. Also das XXX war ja kein Saisonbetrieb, mein Lehrbetrieb war das schon. In einer Saison kann es ja schon mal sein, dass die eine Person sich mit der anderen verträgt, gerade wenn viel Frauen zusammenarbeiten kann auch mal sein so kleines Gezicke entstehen oder auch mit vielen Männern, dann wird es immer sein, dass es einen Hahnenkampf haben. Also gibt's überall, aber das wurde immer gleich.... Also das wurde nie so aufgebauscht, weil das wurde dann gleich sofort gelöst. Nicht, dass man die in eine andere Station gesteckt hat, sondern im Gegenteil. Da wurde das zusammen beredet. Wenn es nicht zu zweit mit dem jeweiligen Chef war, also mit dem Mentor gleichzeitig, dann wurde das wirklich in der großen Runde besprochen. Was hat jeder mit dem anderen für ein Problem und dann wird es echt offen diskutiert und danach war alles wirklich super. Ich habe noch nie so sowas erlebt, aber das war alles sehr offen und man hat gleich sagen können die XXX, ist ne dumme Kuh, und dann war es wieder gut war. Es kann nicht jeder jeden Menschen auf der Welt mögen. Das gibt's nicht. Aber es ist sofort angesprochen worden. Ich komm nicht damit klar, wie du mit den Leuten redest oder ich komm nicht damit klar, wie du dein Mis-en-Place machst oder ich hasse es, wenn du kein Fisch Messer nachdeckst oder so. Und es wurde wirklich dort komplett gesagt und es war sofort wieder gut. Das war es war echt toll. Es gab bei mir im Lehrbetrieb auch Trinkgeld Abzug, wenn man z.B. die offenen Weine nicht wusste. Pro vergessene Sache oder pro vergessenen Menüpunkt oder irgendwas was man nicht wusste, 5 Franken Abzug. Das sehen viele sehr fragwürdig, aber uns allen hat das nicht geschadet.

00:19:07

**BP:** Also wenn du sagst, das war das beste Team, dass du hattest...

00:19:09

**Interviewee 10:** Auf jeden Fall, es war wirklich super und auch die Abteilungsübergreifend war das bis jetzt der beste Betrieb. Das hat man einfach gemerkt von den Direktoren. Die wollten nicht, dass Front Office, Front Office ist, sondern wir sind das Hotel Team. Wir sind das Hotel und das gab es nicht Front Office gegen Service und Service gegen Küche. Das war nicht so, jeder hat mit jedem zusammengearbeitet. Wenn das Front Office viele Check-out hatte, dann haben die die Direktionsassistenten anrufen. Kannst uns kurz beim Check out helfen, wenn der Kids Club überfüllt war, haben die gefragt ob jemand von einer anderen Abteilung Zeit hat, eine Stunde oder 2 im Kids Club zu helfen, so war das. Und ich muss wirklich sagen, das war top.

00:19:55

**BP:** Okay. Glaubst du denn, dass die generelle Firmenstruktur dann und die Manager, das geregelt haben?

00:20:04

**Interviewee 10:** Komplett. Das war alles ein super Zusammenhalt und vor allem nicht nur die Manager, vor allem die Direktoren.

00:20:11

**BP:** Also von ganz oben wurde das geregelt?

00:20:11

**Interviewee 10:** Ja von ganz, ganz oben.

00:20:11

**BP:** Schön, da würde ich auch gerne arbeiten.

00:20:11

**Interviewee 10:** Die sind aber leider nicht mehr da.

00:20:11

**BP:** Ja das habe ich mir gedacht. Ist aber auch witzig, weil ich mir immer dachte, dass XXX genauso ist wie das XXX, weil ich persönlich finde nicht, dass XXX so ein tolles Zusammenarbeiten hat und dachte eben, dass XXX auch so wäre.

00:20:37

**Interviewee 10:** Nein, im Gegenteil. Da geht wirklich jeder rein, da grüßt jeder jeden. Keiner schaut dich arrogant an von oben herab, sondern du gehst da rein und du denkst sofort wow wie schön. Also es ist wirklich sehr, sehr, sehr gut.

00:20:52

**BP:** Schön. Du hast jetzt schlecht und sehr gut erfahren, was glaubst du, was ist das allerwichtigste damit Servicemitarbeiter eben keine Regeln brechen?

00:21:05

**Interviewee 10:** Entweder alle Freiheiten, also dass man wirklich alles machen darf und dann ist es nicht mehr interessant. Also quasi wie früher, wenn der Vater gesagt hat, "dann Raucher am Tisch, ist mir egal" und ich war Nichtraucher und mein Bruder fand es überhaupt nicht interessant, am Tisch zu rauchen. Also entweder so oder entweder man hat es drinnen oder nicht. Ich glaub nicht, dass das dann irgendwann von der Firma ausgeht. Also vieles ist von einem selber abhängig und dann muss einfach Management-Team da sein, dass dann durchgreift ist. Das Management muss mit gutem Beispiel vorangehen. Das Management darf nicht anfangen sich am Abend schon drei Gläser Wein zunehmen, sondern das Management muss konsequent dabei sein. Es muss nicht immer während dem Service präsent sein, wenn es nicht nötig ist, aber ich muss sagen, es ist in gewisse Häuser, in gewisse Restaurants vor allem, ist es sehr, sehr wichtig, dass eine Ansprechperson oder ein Gastgeber da ist und nicht irgendwo mit den Gästen sitzt und trinkt. Es gibt ja alles.

00:22:14

**BP:** Hast du denn schon mal ne Regel geborgen für einen Kollegen? Also sei es, dass er zu spät gekommen ist und du hast gelogen oder dass du ihn rauchen gehen lassen hast oder eben eine Kollegin?

00:22:28

**Interviewee 10:** Ja, bei uns, wo ich jetzt arbeite, gibt es einen neuen Restaurantleiter und ich helfe ihm immer. Also ich helf allen Restaurants im F&B

Bereich, fast wie ein F&B Manager, aber nicht ganz. Ich bin eher der Gäste Experience, Guest Relation Manager. in dem Sinne, aber ich bin halt immer noch Teil vom F&B Team und er hat jetzt die Regel eingeführt, wenn jemand eine kleine Pause bräuchte, dann muss man es ihm sagen. Und dann gehen die halt alle ständig rauchen und bei mir gibts das halt nicht und das weiß halt jeder. Und wenn ich halt in Charge bin, wenn er z.B. im Frei ist und dann sagen sie halt nichts mehr. Und wenn ich die dann erwische beim Rauchen, dann ist es aus. Dann hab ich gesagt Freunde noch einmal und dann wird der Raucherraum während der Servicezeiten abgeschlossen und dann meinten die so "Was, das kannst du nicht machen" und ich so "Na klar, kann ich das machen". Und es ist jetzt echt angekommen, dass während des Services nicht geraucht wird. Wenn kurz vorher nochmal eine geraucht wird oder wenn dann später ausgeräumt wird, dann hab ich echt nichts dagegen. Da bin ich echt die letzte. Aber ich finde es muss immer eine Absprache sein und dann ist es jetzt nicht Regeln oder Tabus berechnen, sondern dann sag ich mal das ist ein Laster wie jedes andere. Genauso, wenn einer sagt, er muss auf Toilette. Dann sag ich auch nicht "ne, du darfst nicht auf Toilette", aber ich finde halt, es gibt zwei oder drei Stunden, in manchen Restaurants auch 5 Stunden Service Zeit und in der Zeit ist halt gut, wenn du anwesend bist.

00:24:11

**BP:** Dann ist sozusagen, erstens der Manager gibt da den Ton an und Transparenz und Kommunikation, das sind die Faktoren.

00:24:21

**Interviewee 10:** Ja, ganz, ganz wichtig. Und auch eine offene Kommunikation. Letztes Mal habe ich in der großen Runde auch im Abend Briefing gesagt, da waren wir fast alle da, das war nach Weihnachten "Freunde, während des Services wird nicht geraucht". Dann haben sie mich alle mit großen Augen angeguckt und ich hab gesagt "Ja, es tut mir wahnsinnig leid. Dann kommt ihr einfach ein bisschen früher, bevor der Dienst beginnt. Dann geht ihr vorm Dienst noch Rauchen und danach. Ihr könnt dann fragen, wenn eure Station leer ist und wenn der Kollege keine Hilfe braucht, dann bin ich die Letzte die nein sagt." Aber es ist ganz wichtig, dass das auch offen kommuniziert wird und mittlerweile ist aber bei jedem angekommen und es ist gut für die.

00:24:56

**BP:** Okay, aber sie dürfen schon rauchen gehen, wenn eine andere Station noch nicht leer ist?

00:25:01

**Interviewee 10:** Nein, weil ich finde, dass ist dann ein bisschen.. man kann das so nicht sagen. Wenn der Kollege keine Hilfe braucht, wenn der noch 2 oder 3 Tische hat, und es am Abend ausläuft, dann schicke ich abwechselnd die Leute mal kurz entweder rauchen, pipi-pause, frische Luft, was auch immer. Oder Dessert von der Patisserie holen und essen. Essen während der Arbeit hasse ich auch.

00:25:26

**BP:** Ich wollte sagen, dass darf man ja eigentlich auch nicht.

00:25:30

**Interviewee 10:** Nein, genau. Ich sag immer zurückstellen, wenn die Küche uns was gibt, dann stellt euch das zurück, lasst es nicht irgendwo stehen vor allem

am Abend, dann beim Wegräumen und esst es nicht sofort, sondern einfach später. Wir haben ja einen Service Kühlschrank. Dann schreibt man das kurz an und dann isst man das nach dem Service, wenn man aus-gebatched ist. Genauso wie, wenn ganz viele immer noch fragen "können wir noch eine offen-Wein Schulung haben? Dürfen wir diesen Wein probieren?" Da sage ich "ja sehr gerne, aber nicht, wenn wir alle noch ein-gebatched sind". Manchmal habe ich das Gefühl, dass manche dann einfach die Zeit schinden wollen, und dann würden die noch eine halbe Stunde länger auf Arbeit bleiben.

00:26:06

**BP:** Okay, das finde ich also richtig korrekt. Hast du jemals einen Gast schlechter behandelt, weil er gemein zu dir oder unangenehm?

00:26:27

**Interviewee 10:** Ja, kam jetzt erst vor mir. Wir hatten einen koscheren Gast, was ist das, mit Koran oder?

00:26:31

**BP:** Nein, das ist mit der Thora. Koran ist der Islam.

00:26:42

**Interviewee 10:** Ja, schaut aber ähnlich aus, oder?

00:26:44

**BP:** Das weiß ich leider nicht.

00:26:44

**Interviewee 10:** Auf jeden Fall hat er gesagt, er ist koscher und am dritten Tag hat er das ganze Team einfach nur terrorisiert. Also wirklich böseartig terrorisiert. Dann hab ich ihm erstmal erklärt, dass er nur noch mit mir spricht, dass ich seine Ansprechpartnerinnen bin, dass ich von Weihnachten bis zu seiner Abreise immer da bin und dass er einfach mit keinen anderen Leuten im Restaurant Bereich redet. Dann hab ich alle informiert, dass sie mich direkt informieren, wenn er irgendwas braucht, weil der hat kein Frühstück gebucht, kein Abendessen gebucht, kein Mittag. Er wollte das billigste Zimmer zum billigsten Preis haben und einfach keine Speisen. Er ist mit 3 Trolleys mit den richtigen Küchen Trolleys angekommen, schon beim Check-in. Da wurde eigentlich schon vom Direktor verboten, dass er das bei uns einlagert. Das hat er dann einfach mal dezent ignoriert und hat sich dann beim Küchenchef tagtäglich seine Essens Sachen ausgesucht. Aber die dürfen nur aufgewärmt werden, weil wir haben ja keine koscher Küche. Unsere Schneidebrett, wir haben ja nichts was auf das vorbereitet ist. Und dann hab ich ihm erstmal erklärt, dass wir nichts Kempinski Hotel sind, weil das Kempinski hat koscher Köche und dann war ich auch wirklich nicht wie ich sonst bin. Ich bin sonst schon sehr freundlich, aber mit dem war ich wirklich einfach nur sehr sachlich, nicht mehr freundlich. Ich habe nett gelächelt, sonst nichts. Und dann hat er zu mir irgendwann gesagt am vorletzten Abend das wir ja quasi Konkurrenten sind.

00:28:10

**BP:** Warum Konkurrenten?

00:28:10

**BP:** Ich hab es nicht verstanden, aber dann meinte er, weil ich das Kreuz von meiner Oma als Halskette habe und er meinte ich bin zu sehr katholisch, dass ich die Konkurrenz bin und dann hab ich gesagt, ich glaube wegen Religionen in der

heutigen Zeit brauchen wir keine Konkurrenz mehr sein. Das war ein schärferer Ton und mein Direktor hat dann auch gesagt "Das haben sie sehr gut gemacht." Weil ich hab es direkt erzählt und er stand auch hinter mir. Er meinte, wenn er noch einmal was bringt, dann darf ich ihn auch rausschmeißen. Das war wirklich eine Situation, wo ich sage, das war ich nicht. Das war mir selber ein bisschen unangenehm, weil sonst bin ich immer sehr freundlich, aber da war ich wirklich ein bisschen bestimmter und sachlicher, weil wenn er dann alle Mitarbeiter anschreit und blöd angeredet hat, "gib mir jetzt einen Flaschenöffner, ich muss jetzt die Flasche selber aufmachen" und in einer Lautstärke. Ich hab ihn dann extra an einen Tisch in der Ecke gegeben, damit nicht alle anderen Gäste im Restaurant gestört werden.

00:29:14

**BP:** Wow, okay, und, wenn du mal einen schlechten Tag hattest oder so?

00:29:16

**Interviewee 10:** Nein nie! Das gibt es nicht.

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00:00:04

**Interviewee 10 :** Nein nie, das gibt es bei mir nicht.

00:00:04

**BP:** Stimmt, ich habe dich nie mit schlechter Laune erlebt.

00:00:13

**Interviewee 10 :** Doch ich hatte viele schlechte Tage, vor allem mit meinem Freund in dem XXX Hotel, aber das habe ich nicht an euch ausgelassen.

00:00:24

**BP:** Ich weiß nicht. Vielleicht sind es die Höhenmeter auf diesem Berg, aber das XXX ist ein komisches Loch, wo jeder schlecht drauf ist, finde ich.

00:00:30

**Interviewee 10 :** Meine Höhenmeter hier sind besser, ich bin auf 1700 Meter und mir gehts so gut wie nie. Das ist die frische Luft.

00:00:37

**BP:** Ja, beim XXX weiß ich nicht wirklich. Ich war ja zweimal in diesem Hotel, aber das Teamwork war fragwürdig. Ich war ja drei Wochen im X-Restaurant aushelfen und dann immer wieder, wenn die mich brauchten, während der Sommerpause von meinem richtigen Restaurant und auch da hab ich das nicht so gesehen dieses Teamwork.

00:01:03

**Interviewee 10 :** Gut, da war ja ich nicht mehr da (lacht).

00:01:10

**BP:** Das war der Grund wahrscheinlich. Aber da ist gegen den Manager gehetzt worden, der Manager ist dann heimlich zu einem Commis gegangen und hat über die Supervisor geredet...

00:01:18

**Interviewee 10 :** Ja ganz schlecht, das finde ich auch. Aber ich finde, man merkt in gewissen Restaurants, wenn die entweder zu lange einen Manager haben oder zu kurz. Also ich finde, es merkt man ganz oft, wenn viele Manager-Wechsel sind oder wenn der Restaurantleiter Wechsel zu oft ist. Ich finde, das merkt man wahnsinnig.

00:01:40

**BP:** Ja, weil sonst kann sich keine Kultur einstellen...

00:01:43

**Interviewee 10 :** Da kann gar kein Team gebildet werden.

00:01:48

**BP:** Ich hab noch eine ganz andere Frage. Musstest du irgendwann mal... Klar, du musstest schon mal Konsequenzen tragen für ein Regelbrechen, dass du nicht gemacht hast, aber musstest du irgendwann mal deine ethischen Grenzen überschreiten, damit du deinen Manager zufrieden stellst in der Arbeit? Oder auch umgekehrt, weil du bist ja jetzt auch Manager. Müssen deine Mitarbeiter das manchmal machen?

00:02:19

**Interviewee 10 :** Nein. Meine Mitarbeiter wissen mittlerweile halt, dass ich ein wahnsinniger Perfektionist bis. Also mein Servicestandard ist immer mehr wie 5 Sterne. Die wissen halt, wenn ich da bin, dann sind halt schon sehr, sehr hohe Ansprüche und ich glaube, das schätzen auch die Gäste und das merken die Gäste. Ich glaub die müssen sich selber noch mehr anstrengen, aber ich glaube dass dieser Ansporn noch keinem richtig geschadet hat. Nicht in einer bösen oder negativen Art und Weise, sondern eher pushen. Das Pushy-Verhalten finde ich eigentlich ganz gut und mir hat das selber sehr geholfen. Selber Konsequenzen oder so über den Schatten springen.. Das war in meinem zweiten Lehrjahr, da haben ganz viele Gäste gefragt, "Können Sie mit uns draußen anstoßen" oder "Können Sie uns den Champagner rausgeben?" und es war an Silvester und es war zehn vor zwölf. Und ich habe eben immer gesagt "ja klar, mache ich das gerne", und irgendwann kamen alle Stammgäste und dann hab ich 14 Flaschen Champagner zum Öffnen gehabt. Und dann habe ich immer gemerkt Scheiße, mein Restaurant-leiter hatte doch recht, man kann nicht immer alles machen wollen. Und manchmal will ich zu viel für den Gast und das hab ich lernen müssen, dass ich die Prioritäten abschätzen lerne und das hab ich sehr früh schon gelernt. Und da muss ich sagen, dass hatte mit mir und mit meiner Moral und was ich gelernt habe an Serviceleistung nicht mehr ganz übereinstimmt. Aber ich muss sagen, er hat recht, weil 10 vor 12 und 14 Flaschen Champagner aufmachen, das war knapp. war er da bislang knapp. Aber sonst, mit Grenzüberschreitung oder irgendwas negativ oder nicht dürfen.... ich bin, glaube ich, der fairste und loyalste Mitarbeiter, den man sie wünschen kann, egal ob im Management oder im normalen Bereich und was ich halt absolut mache... Wenn die Regelung ist z.B. wie früher mit den Tip- Regelungen. Tip wird in einen Topf geteilt. Dann bin ich eher noch die die sagt "Hey, wir geben aber der Küche schon auch was, oder?" Ich denke immer ja, Geld ist schon was schönes, aber es ist halt einfach sowas von absolut nicht wichtig. Also es ist immer Anerkennung, aber ich finde ein ehrliches Vielen Dank und das haben Sie super gemacht finde ich tausendmal geiler. Und Geld ist halt irgendwann auch verfliegen, egal ob es beim Tommy Hilfiger oder in der nächsten Weinbar landet, ist es halt irgendwann weg.

00:04:51

**BP:** Meistens in der Weinbar bei mir. Ich hab noch ein paar Fragen, du gibst einfach Bescheid, wenn es zu viel ist.

00:04:51

**Interviewee 10 :** Klar, ganz easy.

00:05:03

**BP:** Weißt du ob die Hotels wo du gearbeitet hast, einen ethischen Leitfaden hatten oder so prinzipien?

00:05:12

**Interviewee 10 :** Ja, also vier Betrieb ja, eigentlich alle 5-Sterne Häuser plus ein vier-sterne plus Haus auch. Sonst ethische, nein, aber Leitfaden im Haus schon. Das war im XXX in XXX, aber da war dann nichts ethisches geschrieben. Zum Beispiel du darfst nicht stehlen lassen. Das haben wir jetzt hier auch und das halte ich im Hotel XXX, also eigentlich in allen Schweizer Betrieben.

00:05:45

**BP:** Ja, okay. Und wusstest du die dann auch?

00:05:48

**Interviewee 10 :** Ja, die waren komplett bekannt. Das war entweder am Check-in Tag, am ersten Tag oder im Handbuch mit drin oder eine separate Schulung.

00:05:57

**BP:** Okay und wurde immer danach gehandelt?

00:06:02

**Interviewee 10 :** In den meisten Betrieben ja.

00:06:07

**BP:** Okay, perfekt. Also gehst du davon aus, dass sowas hilft?

00:06:10

**Interviewee 10 :** Sehr! Aber ich finde, es hilft halt nichts. Wir hatten z.B. 2 Jahre lang, wo ich jetzt bin, hatten wir im Aufzug "Non prendere Droga", also bitte nimm keine Drogen und dann denk ich mir ja, das ist schön und toll, aber einfach so auf einem Aufkleber so etwas zu schreiben ist bisschen fragwürdig, finde ich. Das ist so wie Wäsche ist nur dienstags abzuholen für Personal. Das steht eben direkt daneben und dann denke ich mir, in einem ordentlichen Ausdruck, schön aufgeführt in dem Handbuch, wenn es ein Handbuch gibt, wenn es ein Leitfaden gibt da und dann eben auch das sind unsere Spielregeln und oft wird geschrieben DO NOT oder DO's und dann ist das ne coole Sache. So finde ich es eigentlich besser, wie wenn das irgendwo im Aufzug steht, so wie wir das jetzt eben hatten. Wir haben das jetzt endlich weggeschmissen, weil ich mir gedacht habe, was ist das? Steht da so zwischendrin, zwischen, dann ist Wäsche-abhol-Service und nimm keine Drogen und Alkohol zu dir während der Arbeit.

00:07:18

**BP:** Das heißt es steht jetzt nur mal im Handbuch selber von den Mitarbeitern?

00:07:21

**Interviewee 10 :** Genau.

00:07:21

**BP:** Was ist denn, wenn die das nicht lesen?

00:07:25

**Interviewee 10 :** Nein, es gab eine Schulungen dazu.

00:07:26

**BP:** Okay. Also es gibt Schulungen dazu, wenn die zum Arbeiten anfangen.



00:07:29

**Interviewee 10 :** Ja genau, von mir, weil ich bin zur Zeit auch Trainingsbeauftragte. Nicht das mir langweilig wird in meinem Job.

00:07:51

**BP:** Genau. Wie würdest du denn sagen, dass man Konflikte in einem Team lösen muss, wenn es um ethische Konflikte geht? Weil es hat ja jeder eine andere ethische Auffassung?

00:08:02

**Interviewee 10 :** Also ähnlich, wie wir das vorher schon gesagt haben, wo ich das angesprochen habe, dass man die eine Person nicht so gerne mag. Erst ein Gespräch, je nachdem was die Situation ist. Ich finde immer erst im Einzelgespräch so ethische Situationen, weil es hat eben jeder wie du gesagt, eine andere Auffassungsgabe. Sowas kann man sehr schwer in eine ganz große Runde besprechen. Sowas kann man in einer großen Runde besprechen, aber keine Personen einzeln angehen. Wenn der Vorfall passiert ist, wie zum Beispiel zu viel Rauchen oder auch in gewissen Häusern mit Drogenproblemen oder während der Arbeit zu oft oder zu spät kommen. Ich finde, das ist sonst auflaufen lassen und da kann man den Mitarbeiter dann schnell demotivieren und wenn man den in der großen Runde einfach anspricht. Ich finde, beim ersten Mal sagt man es in einem normalen Ton, beim zweiten Mal sagt man es ein bisschen schärfer und beim dritten Mal gibt es dann die Konsequenzen.

00:08:59

**BP:** Jetzt hast du gerade was cooles gesagt. Der Mitarbeiter wird sonst demotiviert. Inwiefern glaubst du denn, beeinflusst die persönliche Motivation eines.....

00:09:14

**Interviewee 10 :** Ganz viel. Also ich glaube, es steht und fällt alles in irgendeinem Beruf immer mit der Eigenmotivation. Bin ich morgens motiviert aufzustehen oder nett, kann ich es mir nicht vorstellen in die Arbeit zu gehen und rufe ich an und sage ich bin krank... In der heutigen Zeit mit Corona sagt man einfach ich fühle mich nicht gut und man wird sofort zum Test geschickt. Es ist ein schmaler Grat. Also ich glaube jeder hatte schon mal den Moment wo er gesagt hat "heute scheißt es mich an aufzustehen" aber ich finde es ist in jedem Beruf wichtig, eigen motiviert zu sein und dich selber auch zu motivieren und selber auch für dich Punkte zu finden Was motiviert mich selber. Und da muss man irgendwann die Mitarbeiter dazu trainieren zu sagen "Hey, sucht ihr doch einen schönen Ausgleich, geh doch raus, geh doch laufen, mach doch was auch immer". Also ich bin ja hier in einer Winterski Region, das ist vielleicht noch ein bisschen einfacher, aber es ist auch so schön einfach neue Runde um den Block zu gehen. Dann hast du den Kopf frei, dann bist du auch wieder motiviert und es gibt tausend Möglichkeiten und ich glaube man kann auch ganz normal mit einem Mitarbeiter über die Hobbys sprechen. Ich habe jetzt zur Zeit gerade den Lehrgang "Ausbilder" gemacht vor kurzem und da war immer so das Thema Lehrlinge motivieren und ich glaube, dass ganz viel auch übertragbar auf junge Menschen ist. Ich sag mal, Mitarbeiter bis 30 oder 35, die immer noch nicht wissen in welcher Phase sie sich befinden, vor allem wenn es Probleme daheim oder in der Beziehung gibt und das man denen wieder sagt hey es ist doch so schön, warum hast du denn das mal angefangen, diese Arbeit? Es ist doch ein

toller Beruf und das man da einfach wieder anhängt und dann schafft man das gut dieses Motivieren.

00:10:58

**BP:** Also würdest du sagen, dass die Motivation von einem Mitarbeiter vom Chef ausgeht oder...

00:11:05

**Interviewee 10 :** Nicht nur, also ich glaube Motivation gibt es in drei Teilen. Motiviert in den Betrieb zu kommen, weil du Spaß im Betrieb hast, mit den Kollegen. Dann motiviert, weil du einen coolen Chef hast und weil der Chef hinter dir steht. Und motiviert, weil deine Eigenmotivation einfach mega groß ist und wenn das alles passt, dann ist es glaub ich perfekt. Und ich glaube nie, dass es immer nur den perfekten Betrieb gibt. Das habe ich heute mit Kollegen besprochen. Ich glaube, wenn du 80 bis 85 Prozent motiviert und super bist, es wird immer paar Prozent geben, was dich nervt. Es gibt immer irgendwas, was halt nicht so wunderbar ist. Jetzt ist es gerade eine schwierige Zeit. Ich glaube, jeder, der jetzt im Moment in der Gastronomie arbeiten darf, der kann sich sowieso glücklich schätzen.

00:11:54

**BP:** Das glaube ich tatsächlich auch. Es gibt ja unglaublich viele, auch in der Schweiz, wo ja eigentlich alles noch offen ist, den Job verloren haben.

00:12:04

**Interviewee 10 :** Ja, ganz viele. Weil sie natürlich nicht mehr soviel brauchen. Mit dem take-away Geschäft, wenn die Bars und Restaurants zu sind, weil bei uns haben eigentlich nur die Hotels auf und die Hotels haben auch gesagt wir können gar nicht alle Leute halten. Ein gutes und großes Hotel in der Nähe hat gerade 15 Leute entlassen.

00:12:21

**BP:** Echt, wow. Ich bekomme immer noch den XXX Delivery-letter und jedes mal wieder lösche ich den wieder.

00:12:33

**Interviewee 10 :** Ach schau, und das ist zum Beispiel ein Negativ-Beispiel, dieses Hotel. Da trinken die Mitarbeiter während der Arbeit neben den Gäste und das sehen die Gäste und ich bin ja auch ein paar mal mit Leuten am Essen dort. Schnell eine Pizza oder so und das ist richtige Anti-Gastronomie. Da geht mein Gastronomen Herz ein. Da muss ich mich immer so setzen, dass ich das nicht sehe, weil da habe ich immer ein sehr ungutes Gefühl.

00:13:06

**BP:** Ja ich kann mich erinnern, ich habe da immer mit dem Bar Manager getrunken, ich weiß aber nicht, ob der noch dort arbeitet. Ich habe mich tatsächlich nämlich dort auch beworben und habe mich dann eben für das andere Hotel entschieden, weil es im Lebenslauf besser aussieht, aber damals glaube ich, wäre das XXX vom Teamspirit besser gewesen, weil die netter waren.

00:13:27

**Interviewee 10 :** Ja, aber vom Lernen her und vom ganzen Stand rundherum... Also ich glaub, dass du dort irgendwann Alkoholabhängige wirst. Also ohne das jetzt blöd zu sagen aber ist es schon sehr krass dort. Also wirklich vom Team her, ich glaub nicht das gutes Teambuilding nur vom gemeinsamen trinken

passiert. Also man merkt es jetzt diese Saison, wir können fast gar nicht alle gemeinsam weggehen, aber wir haben trotzdem alle einen sehr guten Zusammenhalt im Team. Gerade im Bereich F&B und das muss ich wirklich sagen, ich bin echt stolz.

00:13:57

**BP:** Cool, das freut mich. Ich hab alle meine Fragen durch. Möchtest du mir noch irgendetwas mitgeben?

00:14:04

**Interviewee 10 :** Nein gerade nicht.

00:14:07

**BP:** Es war wirklich sehr toll, dass du da so spontan Zeit gehabt hast.

00:14:13

**Interviewee 10 :** Für so etwas immer. Ich muss doch die Gastronomie voranbringen. Das ist ja meine Aufgabe.

00:14:20

**BP:** Ich bin ja schon länger an diesem Projekt dran und ich dachte oft an dich, nur wusste ich einfach nicht ob ich dir schreiben kann. Das kommt ja auch komisch, aber du hast halt so unglaublich viel Erfahrung.

00:14:35

**Interviewee 10 :** ist doch egal, das nächste Mal weißt du Bescheid, du kannst mich immer anschreiben oder du kommst vorbei. Bist du zur Zeit in Österreich?

00:14:35

**BP:** Nein ich wohne in Holland und mache die Uni noch fertig.

00:14:43

**Interviewee 10 :** Ist die denn normal?

00:14:43

**BP:** Nein, alles online, aber ich bin fertig mit dem Unterricht und suche jetzt nach einem Praktikum.

00:15:27

**Interviewee 10 :** Jetzt musst Management Praktikum machen?

00:15:29

**BP:** Ja genau, oder eben raus aus der operativen. Weißt du, ich möchte halt irgendwie was anderes lernen und nicht wieder Demi Chef im XXX werden. Aber mal gucken.

00:15:29

**Interviewee 10 :** Ja meine Stelle wird bald frei. Übrigens zu vorher. Mir ist auch in Zürich aufgefallen, da haben Gäste einen Rosé Wein bestellt, der ist ausgegangen und da haben die einen anderen Rosé wein in diese eine Flasche gefüllt. Das war unten am See. Das waren so Sachen, wo ich mir denke WOW wie kann man das als Mitarbeiter oder als Chef überhaupt durchsetzen? So, wenn der Chef von dir was anderes verlangt und dann wird sowas gemacht.

00:17:50

**BP:** Ja, das ist krass oder? Meine Chefin in Zürich hat auch immer das Brot vom Tableau runter gegessen. Dann denk ich mir so, wir dürfen das nicht. Oder die waren auch so eine Frauen-clique und die haben immer gemeinsam Wein getrunken, aber wir Commis oder Demi`s oder wer auch immer, wir durften

nicht Wein trinken. Ja, ist okay, dass ich nicht trinken darf, aber warum darfst du das dann?

00:18:24

*Interviewee 10* : Zum Beispiel bei uns, unser jetziger Chef, also unser neue Direktor... Das zum Thema Loyal sein. Der hat seine ganze Gang vom alten Hotel geholt und hat jetzt unser altes Team aussortiert. Einige von unserem Team mussten gehen und holte das Team vom XXX Hotel. Also was ihm natürlich vergönnt sei, wenn die alle mitgehen wollen. Aber du kannst dir denken, du hast eine zweite Schlosshotel. Und jetzt macht er eine drei Klassengesellschaft. Jetzt sind einmal die, dann sind die, die da waren und dann sind die jetzt, die mit ihm gekommen sind. Also die Neuen, die er nicht kennt, dann die, die er schon ewig da sind und seine alte Crew und da macht er auch Unterschiede. Also das ist ganz ungut. Ich hab ein sehr ungutes Gefühl.

00:19:17

*BP*: Das ist ja giftig für das Teamwork.

00:19:17

*Interviewee 10* : Ja für alle. Du merkst schon, wie sich das teilt und auch für die Mitarbeiter, die in der Mitte stehen. Die nicht wissen gehöre ich jetzt zu dem Team oder zu dem Team. Und eigentlich sind wir dich alle ein Team und das haben die noch nicht verstanden. Das ist echt schwierig.

00:19:43

*BP*: Ja ich habe mal so etwas ähnliches miterlebt.

00:20:29

*Interviewee 10* : Das ist ganz schlimm und ich glaube es ist im Endeffekt auch ein Teilgrund, warum auch nach und nach dann auch immer in den verschiedenen Betrieben die Leute wechseln. Also weil dann wirklich so diese Klassengesellschaft ist. Und wenn Stammgäste einen Brief bekommen, jetzt werden sich aber ihre Zimmerraten ändern, wenn sie dieses Jahr nicht kommen... Also ich finde man kann schon schreiben aufgrund von Corona kein Problem. Ich wünsche Ihnen weiterhin alles Gute, was auch immer, Schöne Weihnachten und guten Rutsch. Also ich finde man schreibt da nicht, jetzt werden sich aber die Zimmerraten ändern. Also ich bin nicht vom Front Office Bereich. Aber ich hatte so ein ungutes Gefühl wo ich das gelesen habe. Aber ich sag solange immer nur das Positive überwiegt, ist alles cool. Aber ja, manchmal hat man halt so Dinge, wo man sich denkt, es ist schön, dass ein frischer Wind kommt, aber wenn der Wind in die falsche Richtung weht, dann bringt es auch nichts.

00:22:15

*BP*: Das stimmt, und dann ist es auch gut, dass man nach 2 Jahren sagt ok, war eine schöne Zeit und geht.

00:22:22

*Interviewee 10* : Ja total und irgendwann muss man immer wieder weiterziehen. Auch wenn es hier oben absolut liebe, es war wie zurückkommen für mich. Hier die Lehre zu machen und nach 10 Jahren komme ich einfach wieder und es hat sich nur ein bisschen etwas verändert.

00:22:35

**BP:** Sehr schön, ich bin gespannt, wo es dich hin verschlägt. Zermatt ist auch schön, wenn du Inspiration brauchst.

00:22:39

**Interviewee 10 :** Ja super, danke!

00:22:39

**BP:** Auf jeden Fall danke für deine Zeit. Solltest du noch etwas hinzufügen wollen oder du dich umentscheiden und das Interview zurückziehen wollen, dann gib mir doch einfach Bescheid.

00:22:39

**Interviewee 10 :** Ja, das mach ich aber nicht.

00:22:39

**BP:** Das freut mich natürlich. Genau, und ich werde dich über den Fortschritt meiner Arbeit in Kenntniss setzen.

00:22:39

**Interviewee 10 :** Das würde mich freuen. Perfekt, dann geh ich jetzt mal los. Tschüss.

00:22:39

**BP:** Tschüss und danke!

## **App 6.12: Interview 8 Translation English**

00:00:05

**BP:** Thanks in any case for taking the time for the interview.

00:00:08

**Interviewee 10:** Gladly

00:00:08

**BP:** As already discussed, the interview is anonymous, so I won't mention any names. And if you somehow don't want to answer a question or afterwards realise that you don't want to take part in this research, then just let me know. And if you have any questions, just tell me. Do you have any questions?

00:00:34

**Interviewee 10:** No, I haven't yet.

00:00:37

**BP:** Can you tell me briefly about your F&B career, so to speak?

00:00:43

**Interviewee 10:** Yes, very classic Swiss training. Restaurationen Fachfrau, only a few months Commis, about 2, then Demi-Chef de Rang, then Chef de Rang for a few years. And then already Chef de Service, **deputy Metre d' Hotel, metre d' Hotel replacement** because he was ill, but still Chef de Service, then back again Chef de Rang, then Junior Chef of Service, then Supervisor, again Junior Chef of Service and now Guest Experience Manager aka substitute for the F&B Manager.

00:01:26

**BP:** Okay, perfect, awesome. You have a lot of experience.

00:01:34

*Interviewee 10:* Hello, I am also old.

00:01:38

*BP:* You're really not old. What are you? 26 28?

00:01:42

*Interviewee 10:* 28

00:01:43

*BP:* Exactly, still fresh and young. Okay, so we had your experience. In Switzerland I learned that you were a restaurant manager. That means you didn't work at the reception or anything like that?

00:01:58

*Interviewee 10:* Yes, I have. So Swiss training is always a few months of getting a taste of the other departments. Definitely the kitchen. But my hotel manager was very keen that I get to know all the departments. I was in HR, I was in housekeeping, I was in the front office. I was even an assistant manager and got a taste of that and the Kids Club. So I was really in every department there is.

00:02:27

*BP:* That's cool, exciting.

00:02:28

*Interviewee 10:* Yeah, really cool.

00:02:32

*BP:* So you stayed in F&B then. I assume because you also enjoyed it the most.

00:02:36

*Interviewee 10:* Awesome. **There is simply nothing better.**

00:02:41

*BP:* Why do you enjoy it so much?

00:02:43

*Interviewee 10:* Well, I find that picking people up with not only simply serving food and drink, but also simply inspiring them with emotions and such a holiday, no matter whether it's just a short holiday or whether it's just a day or just a few hours as a catering specialist in a normal restaurant, they leave with a smile and somehow such a guest smile or such a heartfelt thank you, it was great, it was great, is somehow worth so much. That makes me happy every time.

00:03:17

*BP:* And you didn't have that experience in front office, for example?

00:03:20

*Interviewee 10:* That's just not me. So I'm very little with computers. I like to be madly, always directly with people. I love to do the mis-en-place work, which is now also part of the service. But I always like to be in front of the guests and in the front office there's just too much theoretical office work for me. That's just not me.

00:03:41

*BP:* Okay, perfect. We've already talked here that it's about this ethical rule breaking. This breaking of rules that then has negative consequences. What is the event where you think that was the worst rule-breaking that I have ever witnessed or done myself?

00:04:05

*Interviewee 10:* So you didn't do it yourself. It was in XXX in XXX. **There were colleagues who added an extra 10 per cent tip to the bill for the guests, and an extra 10 per cent tip to the bill for the foreign guests who paid by card, and they did that beforehand and then again when the guest asked if there was a tip included... American guests often ask, and then they said no, and when I noticed that I had only been in the business for two months, I immediately told my mum and some others. And I had a very bad feeling. It was very, very ... I am a person who has been brought up at home to always tell the truth. And those are my values and taking the piss out of guests is an absolute no-go. I think it's really violent.** I think it's almost fraud and in the end they got a judgement. Fortunately, it all came out at some point and was uncovered. But the problem is that they dragged me into it and that was really not nice about the whole story.

00:05:33

*BP:* And how did they get you involved?

00:05:35

*Interviewee 10:* They also made a payment in my name and locked it wrong. So it was my key number.

00:05:42

*BP:* That's not fair.

00:05:42

*Interviewee 10:* Right. But they noticed that I tipped a lot without having to pull that shit. And in this shop it was all about who makes the most tips. And in the end, that's not what this profession is about for me. There are so many nice things in this profession and to earn real money, you would have to work in another industry.

00:06:09

*BP:* Absolutely. So did you then take any steps where you noticed that?

00:06:14

*Interviewee 10:* **Yes, I went directly to the responsible bosses and in the beginning, they ignored me a bit and then a few months later they checked how the invoices came about. Exactly.**

00:06:29

*BP:* Okay. Did you feel any consequences from your colleagues?

00:06:35

*Interviewee 10:* Yes, yes. **So it is clear that it has almost gone in the direction of bullying. That is logical. So that was clear. Someone comes along who does his job so well, I'll say, without lazy tricks and without cheating and so on.** It was just the way it was, I always tipped really well, because all the guests were very satisfied, because I also worked a lot of hours. You have to think about it, I worked from 11 o'clock in the morning until 2 or 3 o'clock at night and I never handed over my tables. I also kept all the tables throughout the day. I was the person who was on duty in the afternoon and the others all had room hours or breaks. And then it was clear that you would naturally do more. You have more guests, you make more tips. So it's logical for me. And the colleagues were very unfair at some point. So really, you're like, Hey, what's going on now? But a lot of things went wrong in the shop and many people just didn't open their eyes or

they didn't want to see it. There are many situations where people look the other way.

00:07:48

**BP:** But were they also managers or were they also employees who looked over it?

00:07:53

**Interviewee 10:** Yes, both.

00:07:57

**BP:** That's pretty intense. So my next question would have been, what would you need from a manager to help you?

00:08:09

**Interviewee 10:** Yes, of course. But at that moment I think the manager was also earning money himself. At least a few managers did. It was like a vicious circle and everyone profited from everyone else, because then in the evening they went drinking together with the tips, something like that. And it takes time until you really notice something like that or until you notice what's not right. And then at some point I said, I'm not going to do this any longer and decided for myself that I'm quitting. Not only because of the shop itself, but also because of all these structures, because I think there's no future in that. And then they apparently found invoices that I had closed or made incorrectly, and yes, that was a lot of things where you really have to say that it was really bad.

00:08:57

**BP:** That's really crazy and it's also the first time I've heard something like that, and above all you left. That means that this behaviour has not disappeared.

00:09:11

**Interviewee 10:** That was resolved when I went to court. They really acted until the trial. In the end, I got off with a few days' fines because the prosecutor believed that I didn't know anything. So for the first time in my life I really burst into tears in front of the courtroom, because I had never experienced anything like that before, and for something I couldn't do anything about. In the meantime, I don't really believe in our constitutional state in Germany anymore. The really nice thing was that more than a thousand per cent of my mother stood behind me because I told her about it in the first few weeks. As soon as I found out, I immediately told her, mum, there's something really wrong and she said, then talk to your bosses and unfortunately nothing happened when I did that. Yes, it was really intense, but luckily that's over now.

00:10:04

**BP:** Crazy. So many questions come up. How was your team relationship before you said you were going to the manager because of their behaviour? Did you have a good relationship?

00:10:23

**Interviewee 10:** Well, it just depended on it. Of course I am a very big team player. I really like working in big teams and I really enjoy going for a drink together after work. And it was a really good team relationship. Everyone helped each other, but at some point you have to say ... Then or in between you noticed how everyone became a lone fighter. I don't know what flipped the switch. Whether it was the drug problems of some colleagues, whether it was the



influence of alcohol or because one person in Munich pays 800 euros and another 1100 euros for his flat... I think there are so many factors, but I don't like to think about it. I always say what's right is right and what's wrong is wrong and I can't start somehow cheating other people. So yeah.

00:11:15

**BP:** I'm a bit perplexed, I have to say.

00:11:16

**Interviewee 10:** Yeah, you didn't expect that, did you?

00:11:22

**BP:** But I mean a manager, he should be a role model, right?

00:11:31

**Interviewee 10:** The problem is that there were too many managers in this company. The hierarchy was insane. There was a plant manager. There was a top boss who was not interested in the day-to-day business. He was just the money man. Then there was the operations manager. This operations manager had a deputy. The deputy manager's chair was already being cut. One of the deputies wanted to take over. Then there was another deputy manager. And then there were all the supervisors and they were the managers on the floor. It was insane. I don't know if you know it, but this restaurant has 450 seats outside, the terrace is insanely big. So there were just an insane number of people and there wasn't much in the way of control. They checked the accounts in the evening. They checked us and we always gave them 1.5 per cent of the daily turnover, for those in the kitchen, for those who cleaned the toilets, for the dishwashers, for the bartenders. The 1.5 per cent was from your turnover. Exactly. And let's say you made 1500 euros turnover, just for example, then you gave away 15 euros. And of course it's always ridiculous in comparison. If you were a good waiter, you would go home with a tip of 100 euros a day. So 10 per cent is the average. Of course, you don't manage that every day, of course, because not every guest tips 10 percent. But yes. On my third day of work, one of the managers came to me and said, if you're a bad waiter, you'll leave with less than 100 euros a day, if you're a good waiter, we'll notice that right away. Then you go out with over 100 euros. And measuring that by something like that is not good, because you can't know what your shift or the day is like. If we have a lot of guests, if the weather is bad, if we close the terrace... So I don't know, but to say something like that, that was really "Where have I landed?". And that was day three, when you think to yourself, Ciao life. It was just so much fun because there was so much going on. And that's why I didn't leave early, I did summer, winter and summer there. So two big terraces - summer and winter in between, because I told them I wanted to see how it was going. And there was always a lot going on. It was always Sunday brunch, and if you were on brunch duty from 10 a.m., it could be that you didn't make your hundred euros and then you were really teased, and I'd say that's very uncooperative. So, for example, I don't talk about money in principle, but when the manager who is responsible for the accounts says that you apparently didn't work well, that's also questionable. There were a lot of interpersonal deficits.

00:14:31

**BP:** If I understood correctly, you were also not so comfortable with managers and...

00:14:38

*Interviewee 10:* No.

00:14:40

*BP:* Can you give me an example? Did you have a team somewhere where you felt very comfortable with the team and with the manager?

00:14:48

*Interviewee 10:* Well, almost in all the others. No, but in XXX, my training company. That was the best decision. I was still very young, of course, I started there as a trial apprentice at 14 and then I started my apprenticeship at 16. From 14 to 16 I always went to work there because I enjoyed it so much, because it was like a second home. And then I absolutely had to ask if I, as a German apprentice, could do the apprenticeship there and I prevailed against ten or twelve other Swiss apprentices and me. And then they said they would take me and I was so happy. Then I started my apprenticeship there at 16. You go there and it's theoretically a foreign country. Sure, it's only a few houses away from Munich, but it's still Switzerland, it's still Sankt Moritz and it's theoretically a different language, this Swiss German and the Italian. **But I always felt at home from the start. And there was always an incredibly good team dynamic and similar in XXX. The team there was also insanely good. So we were all really incredibly close there, it was really great.**

00:15:58

*BP:* In the two companies where you said now. Would you say that breaking the rules was different or not present there?

00:16:08

*Interviewee 10:* Not at all. On the contrary.

00:16:11

*BP:* Also not drinking wine in the evening or something?

00:16:15

*Interviewee 10:* Never during work. Never, a complete ban on alcohol during work.

00:16:23

*BP:* And you went through with it?

00:16:23

*Interviewee 10:* Yes, complete. During the break of a split shift, if you were caught drinking alcohol, it could be that you had to spend your evening at home without pay. That it was not a day off, but an unpaid evening. That was the case in my apprenticeship. My superior was very, very strict, but very, very good. So far, he was the best person I've ever met, gastronomically.

00:16:49

*BP:* Very nice!

00:16:50

*Interviewee 10:* Unfortunately, I don't know where he is. He said he was emigrating, but nobody has any contact with him. He doesn't even have Facebook or anything. So no idea. It's very strange. All the people from that area, nobody knows where he is. **So that was the strictest person. So nothing was possible and it was very good. It was perfect for all of us. He always said that work is work and beer is beer and that has become my guiding principle.**

00:17:18

**BP:** And that was also the case in XXX?

00:17:22

**Interviewee 10:** Yes, it was the same in XXX.

00:17:22

**BP:** And in both teams the team dynamic was good, you said?

00:17:25

**Interviewee 10:** Very, very good in both. Well, XXX was not a seasonal business, it was my teaching business. In a season it can happen that one person gets along with the other, especially when a lot of women work together, there can also be a little bitching or with a lot of men, then it will always be that there is a cockfight. So there is everywhere, but it was always solved immediately. ....So it was never blown up like that, because it was solved immediately. Not by putting them in another ward, but on the contrary. It **was discussed together. If it wasn't with the respective boss, i.e. with the mentor at the same time, then it was really discussed in the large group. What problem each person had with the other and then it was discussed openly and afterwards everything was really great.** I've never experienced anything like it, but it was all very open and you could say right away that XXX is a stupid cow, and then it was good again. Not everyone can like everyone in the world. There's no such thing. But it was addressed immediately. I can't deal with the way you talk to people or I can't deal with the way you do the mis-en-place or I hate it when you don't re-do a fish knife or something. And it was really completely said there and it was good again immediately. It was really great. **In my apprenticeship there was also a tip deduction if you didn't know the open wines, for example.** For every forgotten item or menu item or anything you didn't know, 5 francs was deducted. Many people see this as very questionable, but it didn't hurt any of us.

00:19:07

**BP:** So when you say that was the best team you had...

00:19:09

**Interviewee 10:** Definitely, it was really great and also the interdepartmental operation was the best so far. You could just tell that from the directors. **They didn't want the front office to be the front office, but we are the hotel team. We are the hotel and it wasn't front office versus service and service versus kitchen. It wasn't like that, everybody worked with everybody. If the front office had a lot of check out, they would call the assistant managers. Can you help us check out for a minute, if the Kids Club was overcrowded, they would ask if someone from another department had time to help out in the Kids Club for an hour or 2, that's how it was. And I really have to say, that was top.**

00:19:55

**BP:** Okay. Do you think that the general structure of the company then, and the managers, have sorted that out?

00:20:04

**Interviewee 10:** Completely. **It was all super cohesive and especially not just the managers, especially the directors.**

00:20:11

**BP:** So this was regulated from the very top?

00:20:11

*Interviewee 10:* Yes, from the very, very top.

00:20:11

*BP:* Nice, I would like to work there too.

00:20:11

*Interviewee 10:* But unfortunately they are no longer there.

00:20:11

*BP:* Yes, that's what I thought. But it's also funny because I always thought that XXX was just like XXX, because I personally don't think that XXX has such a great teamwork and I just thought that XXX would be like that too.

00:20:37

*Interviewee 10:* No, on the contrary. **Everyone goes in, everyone greets everyone. No one looks at you arrogantly from above, but you go in there and you immediately think wow how nice. So it's really very, very, very good.**

00:20:52

*BP:* Nice. You have now experienced bad and very good, what do you think is the most important thing so that service staff do not break any rules?

00:21:05

*Interviewee 10:* Either all the freedom, so that you can really do everything and then it's no longer interesting. So it's like in the past when your father said, "then smokers at the table, I don't care" and I was a non-smoker and my brother didn't find it interesting at all to smoke at the table. So it's either like that or you either have it inside or you don't. I don't think that the company will ever stop it. **So a lot depends on you and then there simply has to be a management team that takes action. Management must set a good example. Management must not start having three glasses of wine in the evening, but management must be consistent.** They don't always have to be present during service if it's not necessary, but I have to say that in certain establishments, in certain restaurants in particular, it's very, very important that a contact person or a host is there and not sitting somewhere with the guests and drinking. There is everything.

00:22:14

*BP:* Have you ever broken a rule for a colleague? Is it that he was late and you lied or that you let him go smoke or that you let a colleague go smoke?

00:22:28

*Interviewee 10:* Yes, where I work now there is a new restaurant manager and I always help him. So I help all the restaurants in the F&B area, almost like an F&B manager, but not quite. I'm more of a guest experience, guest relation manager in that sense, but I'm still part of the F&B team and he's now introduced the rule that if someone needs a little break, you have to tell them. And then they all go out smoking all the time and I don't have that and everyone knows that. And when I'm on duty, when he's off duty for example, they don't say anything anymore. And when I catch them smoking, it's over. Then I told my friends one more time and then the smoking room is locked during service hours and then they were like "What, you can't do that" and I was like "Sure, I can do that". And it's really taken hold now that there's no smoking during service. If they smoke again shortly before or if they clear out later, then I really don't mind. I'm really the last one. But I think there always has to be an agreement and then it's not a

matter of calculating rules or taboos, but then I say it's a vice like any other. Just like when someone says they have to go to the toilet. Then I don't say "no, you can't go to the toilet", but I think there are two or three hours, in some restaurants even five hours, of service time and it's good if you're present during that time.

00:24:11

**BP:** Then, so to speak, first of all, the manager sets the tone and transparency and communication, those are the factors.

00:24:21

**Interviewee 10:** Yes, very, very important. And also open communication. Last time I said in the evening briefing in the big group, we were almost all there, it was after Christmas "Friends, no smoking during the service". Then they all looked at me with big eyes and I said "Yes, I'm very sorry. Then you just come a bit earlier before the service starts. Then you go for a smoke before and after duty. You can ask when your ward is empty and if the colleague doesn't need help, I'm the last one to say no." **But it is very important that this is communicated openly and, in the meantime, everyone has got the message and it is good for them.**

00:24:56

**BP:** Okay, but they are already allowed to go smoke when another station is not yet empty?

00:25:01

**Interviewee 10:** No, because I think it's a bit... you can't say it like that. If the colleague doesn't need any help, if he still has 2 or 3 tables, and it runs out in the evening, then I send the people out for a short smoke, pee break, fresh air, whatever. Or get dessert from the patisserie and eat it. I also hate eating during work.

00:25:26

**BP:** I wanted to say that you're not really allowed to do that either.

00:25:30

**Interviewee 10:** No, exactly. I always say, when the kitchen gives us something, put it back, don't leave it anywhere, especially in the evening, then when you put it away and don't eat it immediately, just eat it later. We have a service fridge. Then you put it down and then you eat it after the service, when you're all **caught up**. Just like when a lot of people still ask, "Can we have another open-wine course? Can we taste this wine?" Then I say "yes very much, but not if we are all still patched in". Sometimes I have the feeling that some people just want to stall for time, and then they would stay at work for half an hour longer.

00:26:06

**BP:** Okay, so I think that's correct. Have you ever treated a guest worse because they were mean to you or unpleasant?

00:26:27

**Interviewee 10:** Yes, it just came before me now. We had a kosher guest, what is that, with Koran or?

00:26:31

**BP:** No, that's with the Torah. Koran is Islam.

00:26:42

**Interviewee 10:** Yes, but it looks similar, doesn't it?

00:26:44

**BP:** Unfortunately I don't know.

00:26:44

**Interviewee 10:** Anyway, he said he was kosher and on the third day he just terrorised the whole team. Really viciously terrorised. Then I first explained to him that he only talks to me, that I am his contact person, that I am always there from Christmas until he leaves and that he just doesn't talk to any other people in the restaurant area. Then I informed everyone to let me know directly if he needs anything, because he didn't book breakfast, he didn't book dinner, he didn't book lunch. He wanted the cheapest room at the cheapest price and just no food. He arrived with 3 trolleys with the right kitchen trolleys, already at check-in. Actually, the director had already forbidden him to store them with us. He just discreetly ignored that and went to the chef's to choose his food every day. But they are only allowed to be reheated, because we don't have a kosher kitchen. Our cutting board, we don't have anything prepared for that. And then I explained to him that we are not a Kempinski hotel, because the Kempinski has kosher cooks, and then I really wasn't like I usually am. I'm usually very friendly, but with him I was really just very business-like, no longer friendly. I smiled nicely, nothing else. And then he said to me at some point the evening before last that we were practically competitors.

00:28:10

**BP:** Why competitors?

00:28:10

**Interviewee 10:** I didn't understand, but then he said that because I have my grandmother's cross as a necklace and he said I'm too Catholic, that I'm the competition and then I said, I think because of religions in this day and age we don't need to be competition anymore. That was a sharper tone and then my director also said "You did very well." Because I told it directly and he also stood behind me. He said if he brings something again, then I can kick him out too. That was really a situation where I say it wasn't me. It was a bit unpleasant for me, because I'm usually very friendly, but I was a bit more firm and objective, because when he yelled at all the staff and called them stupid, "give me a bottle opener, I have to open the bottle myself now" and at a loud volume. I put him at a table in the corner so that all the other guests in the restaurant wouldn't be disturbed.

00:29:14

**BP:** Wow, okay, and if you had a bad day or something?

00:29:16

**Interviewee 10:** No, never! There is no such thing.

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00:00:04

**Interviewee 10:** No, never, I don't have that.

00:00:04

**BP:** That's right, I've never seen you in a bad mood.



00:00:13

*Interviewee 10:* But I had many bad days, especially with my boyfriend in the XXX hotel, but I didn't take it out on you.

00:00:24

*BP:* I don't know. Maybe it's the altitude on this mountain, but the XXX is a weird hole where everyone is in a bad mood, I think.

00:00:30

*Interviewee 10:* My altitude here is better, I'm at 1700 metres and I feel better than ever. It's the fresh air.

00:00:37

*BP:* Yes, I don't really know about the XXX. I was in that hotel twice, but the teamwork was questionable. I helped out in the X restaurant for three weeks and then again when they needed me during the summer break from my real restaurant and I didn't see this teamwork there either.

00:01:03

*Interviewee 10 :* Well, I was no longer there (laughs).

00:01:10

*BP:* That was probably the reason. But there was a hounding against the manager, the manager then secretly went to a commis and talked about the Supervisor...

00:01:18

*Interviewee 10:* Yes, it's very bad, I think so too. But I think you notice in certain restaurants when they either have a manager for too long or too short. I think you often notice when there are many changes of manager or when the restaurant manager changes too often. I think it's very noticeable.

00:01:40

*BP:* Yes, because otherwise no culture can develop...

00:01:43

*Interviewee 10:* No team can be formed.

00:01:48

*BP:* I have a completely different question. Did you ever have to... Sure, you've had to face consequences for breaking the rules that you didn't do, but have you ever had to go beyond your ethical boundaries to satisfy your manager at work? Or vice versa, because you are a manager now. Do your employees have to do that sometimes?

00:02:19

*Interviewee 10:* No. My employees know by now that I am an insane perfectionist. So my service standard is always more like 5 stars. They know that when I'm there, I have very, very high standards, and I think the guests appreciate that too. I think they have to make more of an effort themselves, but I don't think this incentive has ever really done any harm. Not in a bad or negative way, but rather pushing. I think the pushy behaviour is actually quite good and it has helped me a lot. Self-consequences or jumping over the shadow like that.... It was in my second year of apprenticeship, a lot of guests asked, "Can you toast with us outside?" or "Can you pass out the champagne?" and it was New Year's Eve and ten to twelve. And I always said, "Yes, of course, I'd be happy to do that", and at some point all the regulars came and then I had 14

bottles of champagne to open. And then I always realised that shit, my restaurant manager was right, you can't always want to do everything. And sometimes I want too much for the guest and that's what I had to learn, that I learn to assess the priorities and that's what I learned very early on. And there I have to say that had with me and with my morals and what I've learned about service performance no longer quite coincides. But I have to say he's right, because 10 to 12 and opening 14 bottles of champagne, that was close. he's been close there so far. But otherwise, with border crossing or anything negative or not allowed....I'm more likely to say "Hey, we'll give something to the kitchen too, won't we?". I always think yes, money is nice, but it's just so not important. So it's always recognition, but I think an honest thank you and you did a great job is a thousand times better. And money also evaporates at some point, regardless of whether it ends up at Tommy Hilfiger or the next wine bar, it's just gone at some point.

00:04:51

**BP:** Mostly in the wine bar in my case. I have a few more questions, you just let me know if it's too much.

00:04:51

**Interviewee 10:** Sure, it's easy.

00:05:03

**BP:** Do you know if the hotels where you worked had ethical guidelines or principles?

00:05:12

**Interviewee 10:** Yes, so four companies, yes, actually all five-star houses plus one four-star plus house. Otherwise, ethical, no, but guidelines in the house already. That was in XXX in XXX, but there was nothing ethical written. For example, you must not let people steal. We have that here now too and I keep that in the Hotel XXX, actually in all Swiss establishments.

00:05:45

**BP:** Yes, okay. And did you know them then too?

00:05:48

**Interviewee 10:** Yes, they were completely known. It was either on the check-in day, on the first day or in the manual or a separate training.

00:05:57

**BP:** Okay and was it always acted upon?

00:06:02

**Interviewee 10:** In most companies, yes.

00:06:07

**BP:** Okay, perfect. So you assume that something like that helps?

00:06:10

**Interviewee 10:** Very much! But I think it just doesn't help. For example, for two years, where I am now, we had "Non prendere Droga" in the lift, so please don't take drugs, and then I think to myself, yes, that's nice and great, but just writing something like that on a sticker is a bit questionable, I think. It's like saying that laundry can only be picked up on Tuesdays for staff. It's written right next to it and then I think, in a proper printout, nicely listed in the handbook, if there's a handbook, if there's a guideline there and then also these are our rules and often



it's written DO NOT or DO's and then that's a cool thing. I think it's actually better that way than if it's written somewhere in the lift, like we just had. We finally threw it away because I was thinking, "What is this? It says in between, between, then it's laundry pick-up service and don't take drugs and alcohol while you're at work.

00:07:18

BP: That means it is now only in the handbook itself from the staff?

00:07:21

Interviewee 10 : Exactly.

00:07:21

BP: What if they don't read it?

00:07:25

Interviewee 10: No, there was training on this.

00:07:26

BP: Okay. So there is training when they start working.

00:07:29

Interviewee 10: Yes, exactly, from me, because I am also a training officer at the moment. I don't want to get bored in my job.

00:07:51

BP: Exactly. How would you say that you have to solve conflicts in a team when it comes to ethical conflicts? Because everyone has a different ethical view?

00:08:02

Interviewee 10: So similar to what we said before, where I mentioned that you don't like one person so much. First a conversation, depending on the situation. I always find ethical situations only in individual discussions because, as you said, everyone has a different perception. It's very difficult to discuss something like that in a large group. You can discuss something like that in a large group, but you can't approach people individually. If the incident has happened, like smoking too much or also in certain houses with drug problems or coming too often or too late during work. I think that's otherwise letting things slide and you can quickly demotivate the employee and if you just talk to him or her in a big meeting. I think the first time you say it in a normal tone, the second time you say it a bit more sharply and the third time there are consequences.

00:08:59

BP: Now you've just said something cool. Otherwise the employee will be demotivated. To what extent do you think the personal motivation of an employee has an influence? .....

00:09:14

Interviewee 10: Quite a lot. So I think everything in any profession always stands or falls with self-motivation. Am I motivated to get up in the morning or am I nice, can't I imagine going to work and do I call and say I'm sick...? In this day and age with Corona, you just say I'm not feeling well and you're sent straight for a test. It's a fine line. So I think everyone has had that moment where they said "I don't feel like getting up today" but I think it's important in every job to be self-motivated and to motivate yourself and to find points for yourself. And at some point you have to train your staff to say "Hey, why don't you find a nice balance, go out, go for a run, do whatever". Well, I'm here in a

winter skiing region, so maybe it's a bit easier, but it's also so nice to just go for a walk around the block. Then you have a clear head, then you are motivated again and there are a thousand possibilities and I think you can also talk about your hobbies quite normally with a co-worker. I have just completed the course "Trainers" recently and the topic was always motivating apprentices and I believe that a lot can be transferred to young people. I say, employees up to 30 or 35 who still don't know what phase they are in, especially if there are problems at home or in the relationship and that you say to them again, "Hey, it's so nice, why did you start this work? It's a great profession and you just stick to it again and then you manage to motivate them well.

00:10:58

BP: So would you say that the motivation of an employee comes from the boss or...?

00:11:05

Interviewee 10: Not only, I think motivation comes in three parts. Motivated to come to work because you have fun at work, with your colleagues. Then motivated because you have a cool boss and because the boss supports you. And motivated because your self-motivation is just mega big and if all that fits, then I think it's perfect. And I never believe that there is always just the perfect company. I discussed this with colleagues today. I believe that if you are 80 to 85 per cent motivated and super, there will always be a few per cent that annoy you. There's always something that's not so wonderful. It's a difficult time right now. I think everyone who is allowed to work in gastronomy at the moment can consider themselves lucky anyway.

00:11:54

BP: I actually believe that too. There are an incredible number of people who have lost their jobs, even in Switzerland, where everything is still open.

00:12:04

Interviewee 10: Yes, quite a lot. Because of course they don't need so much anymore. With the take-away business, when the bars and restaurants are closed, because in our area only the hotels are open and the hotels have also said that we can't keep all the people. A good and big hotel nearby just laid off 15 people.

00:12:21

BP: Really, wow. I still get the XXX delivery letter and every time I delete it again.

00:12:33

Interviewee 10: Oh look, and this is a negative example, this hotel. The staff drink next to the guests while they are working and the guests see that, and I've been there a few times with people eating. A quick pizza or something and that's real anti-gastronomy. That's where my gastronome heart goes in. I always have to sit down so that I don't see it, because I always have a very bad feeling.

00:13:06

BP: Yes, I can remember, I used to drink with the bar manager there, but I don't know if he still works there. I actually applied there too and then decided on the other hotel because it looked better on my CV, but at that time I think the XXX would have been better in terms of team spirit because they were nicer.

00:13:27

*Interviewee 10:* Yes, but from the point of view of learning and the whole situation... I think you will become an alcohol addict there at some point. Without saying anything stupid, but it's really tough there. *I don't think that good team bonding only happens because of drinking together. So you can see it this season, we almost can't all go out together, but we still all have a very good team spirit. Especially in the F&B area, and I have to say that I'm really proud.*

00:13:57

*BP:* Cool, I'm glad to hear that. I've got through all my questions. Is there anything else you want to give me?

00:14:04

*Interviewee 10:* No, not just now.

00:14:07

*BP:* It was really great that you had time there so spontaneously.

00:14:13

*Interviewee 10:* Always for something like this. I have to promote gastronomy. That is my job.

00:14:20

*BP:* I've been working on this project for a while and I've often thought of you, but I just didn't know if I could write to you. It's funny, but you have so much experience.

00:14:35

*Interviewee 10:* It doesn't matter, you'll know next time, you can always write to me or come over. Are you in Austria at the moment?

00:14:35

*BP:* No, I live in Holland and I'm still finishing uni.

00:14:43

*Interviewee 10:* Is it normal?

00:14:43

*BP:* No, all online, but I'm done with classes and now I'm looking for an internship.

00:15:27

*Interviewee 10:* Now you have to do a management internship?

00:15:29

*BP:* Yes, exactly, or just out of the operational one. You know, I would like to learn something else and not become a demi boss in XXX again. But let's see.

00:15:29

*Interviewee 10:* Yes, my job will be vacant soon. By the way, about before. *I also noticed in Zurich that guests ordered a rosé wine that ran out and they filled another rosé wine into this one bottle.* That was down by the lake. These were things that made me think WOW how can you as an employee or as a boss enforce this? So, when the boss demands something different from you and then something like that is done.

00:17:50

*BP:* Yes, that's crazy, isn't it? My boss in Zurich also used to eat the bread off the tableau. Then I think to myself, we're not allowed to do that. Or they were a

group of women and they always drank wine together, but we commis or demis or whoever, we weren't allowed to drink wine. Yes, it's okay that I'm not allowed to drink, but why are you allowed to?

00:18:24

*Interviewee 10:* For example, our current boss, our new director... That's about being loyal. He got his whole gang from the old hotel and has now sorted out our old team. Some of our team had to leave and got the team from the XXX Hotel. So which, of course, he's lucky if they all want to go. But you can imagine, you have a second castle hotel. *And now he's making a three class society. Now there are those, then there are those who were there and then there are those now who have come with him. So the new ones he doesn't know, then the ones he's been there forever and his old crew and he makes distinctions there too. So that's quite unpleasant. I have a very bad feeling.*

00:19:17

*BP:* That's toxic for teamwork.

00:19:17

*Interviewee 10:* Yes, for everyone. You can already see how it divides and also for the employees who are in the middle. They don't know whether I belong to this team or that team. And actually we are all a team and they haven't understood that yet. That's really difficult.

00:19:43

*BP:* Yes, I once experienced something similar.

00:20:29

*Interviewee 10:* That's very, very bad and I think it's ultimately also a partial reason why people are gradually changing in the different companies. So it's because there really is this class society. And when regular guests get a letter saying that their room rates will change if they don't come this year... So I think you can already write because of Corona no problem. I wish you all the best, whatever, Merry Christmas and Happy New Year. So I think you don't write there, but now the room rates will change. Well, I'm not from the front office. But I had a bad feeling when I read that. But I say that as long as the positive outweighs the negative, everything is cool. But yes, sometimes you have things where you think to yourself, it's nice that a fresh wind is blowing, but if the wind blows in the wrong direction, then it's no use.

00:22:15

*BP:* That's true, and then it's also good that after 2 years you say ok, it was a nice time and leave.

00:22:22

*Interviewee 10 :* Yes totally and at some point you always have to move on. Even though I absolutely love it up here, it was like coming back for me. Doing the apprenticeship here and after 10 years I just come back and it's just changed a little bit.

00:22:35

*BP:* Very nice, I can't wait to see where you end up. Zermatt is also nice if you need inspiration.

00:22:39

*Interviewee 10:* Yes super, thank you!

00:22:39

**BP:** In any case, thank you for your time. If you have anything to add or you change your mind and want to withdraw the interview, just let me know.

00:22:39

**Interviewee 10:** Yes, but I don't do that.

00:22:39

**BP:** I'm glad to hear that, of course. Exactly, and I will keep you informed about the progress of my work.

00:22:39

**Interviewee 10 :** That would make me happy. Perfect, I'll be off then. Bye.

00:22:39

**BP:** Bye and thanks!

### **App 6.13: Interview 9**

**BP** ([00:02](#)):

Hi.

**Interviewee 11** ([00:02](#)):

Hi.

**BP** ([00:02](#)):

How are you doing?

**Interviewee 11** ([00:08](#)):

Well, thank you. Pretty good.

**BP** ([00:10](#)):

Great, good to hear. I hope the last few weeks in Block B are not too busy for you.

**Interviewee 11** ([00:17](#)):

Actually quite, but still manageable.

**BP** ([00:22](#)):

Manageable, that is good. Well then I highly appreciate that you take the time to talk to me today. As we already talked when we established that we will meet today... My bachelor thesis is discussing the unethical rule, breaking of F&B service employees in five star hotels. And I'm checking out what situational factors are influencing the behaviour. Then I wanted to say that the interview of course is anonymous. So I'm not going to share any information of you or your personal details or your workplaces, except your gender, your age, and kind of the duration and experience span and if you have at any point, the feeling that

you don't want to answer a question, or you don't understand it, then just let me know.

Interviewee 11 ([01:28](#)):

Okay, that is all clear, yes.

BP ([01:30](#)):

Do you have any questions from you right now?

Interviewee 11 ([01:34](#)):

No, not at the moment, no.

BP ([01:34](#)):

Okay, just shoot them if you have some. Great. Then I would like to ask you to give me a bit of a background information of your F&B history.

Interviewee 11 ([01:52](#)):

So I started with an apprenticeship in Germany, in a five-star hotel, in the black forest, which was actually more heavily focused on the F&B sector rather than the front desk and rooms division sector from the whole apprenticeship of the three years. I spent time in various restaurants in the hotel and the property. So I learned there already working from a Michelin starred restaurants towards half board restaurants, all the details there. Afterwards, I moved to Switzerland to a ski destination, so more seasonal work, but I was there as an F&B management trainee. So I was employed full year round, also in the mid seasons or shoulder season as we say, where I was in touch with the service as well with the F&B operations, but was also able to look behind the scenes of coordinating the daily and planning future seasons and I spent one season in another ski destination in Switzerland where I was working as the restaurant manager of the restaurant as well.

BP ([03:12](#)):

In a five star hotel?

Interviewee 11 ([03:12](#)):

Everything within five-star hotels, never in independent restaurants.

BP ([03:22](#)):

Oh okay, and never losing the standard of five stars, right?

Interviewee 11 ([03:24](#)):

No, that would be a shame.

BP ([03:24](#)):

Okay, great. Well, that is actually quite some experience, you have in F&B. Out of all those years, all the experience you have, can you tell me of the most crucial situation you have experienced where you thought, "okay, here, there are rules broken, and that's very unethical"?

Interviewee 11 ([03:57](#)):

From service staff?

BP ([03:59](#)):

Yes, from service employees. Either it was you or you have experienced something.

Interviewee 11 ([04:09](#)):

Actually in two situations you could say. One was back then during the apprenticeship. Actually, it was usual for almost all the apprentices to make use of the F&B storage. So, **oftentimes when working, for example in the F&B delivery department, just getting something from the storage to drink, while working. Opening a Fanta or a Coke Without permission, obviously and that happened quite a lot.** Also, **I had one time when a new restaurant manager was introduced in the half-board restaurant. He was a younger, so let's say unexperienced a little bit more. And he overreacted his position as restaurant manager a lot. And I was working at the drinks buffet. So I was fixing drinks for during the restaurant service and he always demanded drinks from us, even though it was hotel policy not to have any special beverages for employees.** There were certain beverages set for employees in the staff room, obviously, but he always made it an exception for himself. **Requesting special drinks and beverages, which we fulfilled at the moment because we were just the apprentice and he was obviously the restaurant manager, but after a while we definitely talked to his superior person, which was also a closer person because he was responsible for our learning goals, you could say. And that situation got solved in the end.** So these are the first two situations that come to my mind, yes.

BP ([06:27](#)):

Okay, those are very interesting actually. I'm going to ask you about both situations, but I'm going to start with the last one you told me when the manager broke the rules. How did that influence your behavior towards him?

Interviewee 11 ([06:54](#)):

In the first couple of times, obviously, I was irritated, also my colleague at the time, because we were not used to that from our experience that we already had working in the hotel. **But obviously we complied because of the position and at one point this irritation started to shift into not really respecting the person anymore, because we knew that this was not right to do of him because we knew the business within the hotel much better because we were there for longer and how even unspoken rules are handled. So that shifted into making fun of him a little bit and actually we pointed it out directly to him, but he said ,whatever,**



basically. So it was definitely moving very much into disrespect towards the person, because he was not accepting of basic rules that everyone has as basic values towards other people. And especially because he was not respecting the internal values of staff within that hotel. You know, these unspoken rules people have.

BP (08:32):

So if I understand correctly, he broke the rules. You immediately told him that that's kind of, "Hey, you are new, but this is against the rules"..

Interviewee 11 (08:45):

After a while, not immediately, because we were obviously like, "Okay, he's the manager, we just do what he says" in this moment, because we were the lowest employee staff possible, so we had no position to say something, but then after a short while, we leveraged our position of being more experienced within the property.

BP (09:08):

When you say, he didn't respect our unspoken rules and we have been there for longer... what I hear is that it's more about like your loyalty to that company already because you build loyalty and trust, I guess towards the company... Was the loyalty then hurt? Did you feel offended maybe even that someone didn't play the rules you liked so much in that setting?

Interviewee 11 (09:55):

Definitely. Yes, because as I said before, everyone in the hotel, especially apprentices, were bending rules on a regular basis. And even that was basically an unspoken rule, but everyone was making sure that it was not going over borders. It was more or less, the hotel takes a lot of from us or require a lot of us, so it was in our position to do so, but his acting was really blunt and over the top and not even being respectful about it. Like even though he might be in the position to ask for a special drink, he totally overused his power in that situation, not sticking to one drink every once in a while, which would be fine with everyone, but he just made a habit out of it. And that went totally out of these rules that the employees had, that it should be a fair thing.

BP (11:03):

Okay, I understand. When you approached his superior person, how did they handle the situation?

Interviewee 11 (11:17):

Very respectful actually. We were two apprentices who worked the department at that time. So we approached his superior person and talked about it and he understood what we were saying, because he always obviously knew of these unspoken rules that I mentioned before and he saw that this was like completely over the top in this case, really bending these unspoken rules way too much. And



this person was confronted with it, but the habits didn't stop and eventually he actually got removed.

BP (12:05):

Okay, so he had to live with the consequences of that behaviour?

Interviewee 11 (12:10):

Yes, that was very satisfying actually, not because we hated that person, but because the rules were respected actually.

BP (12:26):

So it is the sense of fairness?

Interviewee 11 (12:29):

Definitely, yes, very much so.

BP (12:31):

And did you sense any consequences because you went up to the manager?

Interviewee 11 (12:42):

Not personally or anything, but definitely the topic was discussed within the top level management apparently, because after that point the F&B management became much more restrictive of giving out beverages, counting beverage, et cetera. In the end it became more restricting for everyone because one person overextended his movement basically, if you know what I'm saying?

BP (13:18):

Yes. Well, that is not really nice for the team spirit then I can imagine.

Interviewee 11 (13:27):

It was okay because, I mean, it was not taken completely from the staff the possibilities to still enjoy a beer after service or whatever. So, I guess it was alright, but it was obvious. And overall, nobody was hurt by it because the fairness of the other situation overlap was more significant and was more important basically. So nobody was offended by the cuts we had to take to solve the other situations.

BP (14:10):

Okay, great. Perfect. Because that's actually my next question. How the general team bond and team spirit were in the F&B outlets you've worked at?

Interviewee 11 (14:29):

Actually besides the last position I worked at, it was always very high, because the teams I worked in were in general very fitting. They had basically the same

ideas of what they want and what everything should be like. And everybody put in a lot of hours and effort and more often it became like a family kind of thing. So the bonds were quite strong, actually, if that answers your question.

BP (15:15):

Yes, that's perfect, but it leads me to another one. When you say you had one, which didn't work out that well, the last team and the other ones were quite nice and family style... Could you give me examples of the differences in behavior of those teams?

Interviewee 11 (15:43):

Yes, I think it was based on cultural differences actually, because in the first properties I worked at, the service teams were very heavily consisting out of mostly German, Austrian or Swiss people. And in the last place I worked at, the hotel was relying to almost a hundred percent on Italian service people and I was one of the few German people working in F&B operations basically. And to my understanding, the Italian people there have a completely different work spirit and they for example, than the one I have. And for them work is more just work. At least that's how I experienced it in this particular hotel. So for them it was only work and they did their work and then they went home basically, where in the properties before, work was also life basically. So everyone stayed in the hours for everyone else, if they had to compensate or couldn't make it or whatever. That's what I mean with family, because it didn't really matter what was going on in work because everybody was there anyways and we spend a lot of time there. While in the other hotel, it was mostly just working for the money, not for the spirit. It's difficult to describe.

BP (17:36):

I think I understand what you mean. You just said that in the hotels where you felt like family, you were there any ways and you put the hours in for everyone, if you have to compensate or something like that. Does that mean that you were there, if someone couldn't go to work or stayed longer, if someone needed you to help or something like that?

Interviewee 11 (18:00):

Yes, oftentimes because, compared to, for example, the hotel that I mentioned last with the Italian staff, they just had so many staff. I would say because probably they could pay Italian people less, but they were completely overstaffed you could say. So there was a person for every task, while in the other hotels, staff was shorter. It was enough, but it was on the shorthand you could say. So it always happened that when someone calls in sick, the whole team had to make up for it. It wasn't easily compensated, or the other thing would be that partying and going for drinks after work was quite a thing. So it happens every once in a while that people came late to work because of maybe partying too much the day before. But since everybody did it, everybody had like one good from the other person you could say. So everybody was there putting in hours for someone else because they know at one point it might be me.

BP (19:16):

Okay. So you kind of helped to cover those things, for example, within that family-spirited team. If someone comes late, you cover that up and the other way around?

Interviewee 11 (19:27):

Yes, exactly. And also, I'm not sure if it makes a difference, but when there was just too much business, it was not that much of an issue for most of the people to just stay there and support the people, even though for example, I would go on break or have end of my shift. I would stay there and support the other people, having their shift, because it's just dramatically a lot of service you could say, while in the other hotel that was not the case. People would just leave. Okay, it is the end of my shift, bye. That was the a major difference.

BP (20:07):

That is very interesting and very good that you actually had such good teams. I'm just wondering regarding an ethical behavior. Do you think there's a difference between those two types of team constellations, a team which works as a family and one that doesn't?

Interviewee 11 (20:30):

In what way? What direction?

BP (20:33):

I state, bluntly now, that I think that if you are in a good team, in a team as family, that that actually enhances unethical behaviour, because what you do is that you cover for people who come late because you like them. I don't know if you do that, but that's my opinion.

Interviewee 11 (21:02):

Oh, hat's what you mean. No but I think you're right. I think the statement makes a lot of sense you could say, or I could see that from my experience happening and in the teams, which were more acting like family and very close, rules were bent a lot more than in the other teams.

BP (21:25):

Okay.

Interviewee 11 (21:25):

And it was less strict. The rules were handled less strict even though they were obviously existing those rules, but they were handled less strict overall.

BP (21:41):

Also from the managers then?

Interviewee 11 ([21:42](#)):

Yes.

BP ([21:42](#)):

Okay. So also from the managers, if you have a good team, the rules are handle less strict. Why would that be this way?

Interviewee 11 ([22:04](#)):

I would say because the manager knew of the potential of his team and he was pleased with the work they put in and the outcomes and their results. So he allowed more freedom, as long as it stayed like that. There was a point when that was not the case and I think, then it was made pretty clear that there are rules actually, but mostly it was the case that as long the manager could rely on his team in every situation and he knew they would stay longer if it's the case, because maybe a certain event was extending a lot or whatever, nobody would complain and it would still act like a team, and then he acted towards giving this as a benefit to really bend the rules for the team.

BP ([23:11](#)):

Okay. So then it would have been about work satisfaction and efficiency, meaning you have a bit more freedom of bending rules.

Interviewee 11 ([23:21](#)):

Yes, I would say so.

BP ([23:21](#)):

Okay, great. Which then would mean you might break more rules if you're in a good team, but you also need a good team because that enhances the work efficiency?

Interviewee 11 ([23:40](#)):

I'm not sure if the first statement is right. What did you say? You need a good team to bend the rules?

BP ([23:52](#)):

So basically work gets better, or service gets better if you have a good team, but it also means that there might be more rules be broken.

Interviewee 11 ([24:08](#)):

Yes, I think if the team works well together and performs well together and also supports management through that, they get more benefits, more freedom.

BP ([24:20](#)):

Okay, great. Perfect. Thank you. As you also were in a managing position at one point, have you ever made an employee crossing ethical lines in order to get the job done?

Interviewee 11 ([24:45](#)):

I'm not sure to what extent or what scale you're looking at, but yes. For example, in that particular hotel where I was in that managing position, rules were extremely strict for F&B, and also for handling of F&B inventory. As an example, they had a special drink storage, for all the drinks that were happening, wine, soft drinks, water. And then there was an extra person employed to give out beverages. So you could not get any beverage without a ticket, which you have put into the register. And there were open wines, for example, and you had to pour basically 0.1, because you registered 0.1 in the register and the computer after 7 times 0.1 glasses of wine, the computer allowed you to get another bottle, but of course, oftentimes you gave an extra little bit of wine for the guests because they were nice or whatever, but you couldn't get a bottle back, but the bottle was already empty. So for these instances, when we really needed the bottle, I was talking then to the manager of the beverage storage to get an extra bottle of wine. These kinds of incidents happened. Definitely.

BP ([26:25](#)):

Okay. That would be something which happened in order to guarantee effective service, because if you don't have that wine you cannot guarantee that service.

Interviewee 11 ([26:37](#)):

Yes, exactly.

BP ([26:39](#)):

Okay. So it's about effectiveness. That's interesting. Now I would like to go to a kind of completely different topic. I don't know if you are familiar with the concept of code of conduct or code of ethics. Have you heard about that?

Interviewee 11 ([27:00](#)):

You mean that the hotel has a code of conduct, for example?

BP ([27:05](#)):

Yes, that companies have code of conducts.

Interviewee 11 ([27:09](#)):

I have heard of that, yes.

BP ([27:11](#)):

Do you know if the companies you've worked for, had code of conduct or code of ethics? That's basically the same, a code of ethics, they describe the principle,

guiding principles, your ethical behavior, how they want you to behave towards guests, suppliers and co-workers.

Interviewee 11 ([27:31](#)):

Yes, the first and last hotel I worked for they had that. They had the little guide that you received during onboarding basically, which stated the company values. I think it was around 12, 14 values that they had, which you should internalize and they talked about how they expect everyone to behave towards guests, if that's what you mean.

BP ([28:04](#)):

Was it more how you have to dress or was it more like, you know, you should not be racist?

Interviewee 11 ([28:12](#)):

Both actually.

BP ([28:14](#)):

And in your opinion, did employees or you behaved towards that code of ethics?

Interviewee 11 ([28:26](#)):

Yes, definitely, but I think it has to do with the standard of the hotel basically. From my experience I would say, people working in a five-star hotel, also working in departments that have guest contacts in five-star hotels, do have a certain image for themselves, how would they want to portray themselves. And that does not involve being unethical, I would say. Does that make sense?

BP ([29:07](#)):

Yes, I think if I understand it correctly, it's more that you say "there were those values, but also every employee who works in that level also has their own ethical values and how they treat people already". Is that what you wanted to say?

Interviewee 11 ([29:23](#)):

Exactly and they mostly overlap. So these values that the hotel you could say requested, were values that most of the employees working in these hotels already had themselves because they were not the person to be racist or not the person to be rude to anyone or anything.

BP ([29:51](#)):

Okay, thanks. That was very helpful, that answer. Still, as we talked already, rule breaking is happening. Like with drinking Fanta or covering up for a friend or coming late to work. How do you think can this be limited?

Interviewee 11 (30:20):

Difficult question. So I'm not sure if I would limit these kinds of things. I think, first of all, limiting this kind of rule breaking would be extremely easy because managers or the hotel itself, they could just enforce their authority. And if people want to work there, they have to adhere to the rules. I think this could be implemented very, very easily, but on the other side, I'm not sure if it makes sense because by implementing these kinds of rules and making sure this kind of rule breaking does not happen, a lot of spirit can get taken away from a team, because the hospitality industry or working in a hotel, especially in F&B departments is still a very demanding job, time-wise and workload wise, physically, and these kinds of rule-breaking that's happening, is also acting like a benefit for people or is like a little treat. Maybe even a little thank you towards the team that they get a little bit more freedom. And taking away these kinds of freedom, people would still do the work, but I'm not sure if the same spirit would still exist and the same enthusiasm from the employees would still exist. It would become more cold, actually, more like the situation in my last place of work, where people are just there for the work, then they drop everything. It doesn't matter if the guest is still there, they just hand it over to a colleague. The guest experience gets dropped in that moment, but they just do the work because they don't get any benefits anyway.

BP (33:04):

Okay. So that means that if you're not as enthusiastic, the service standard towards the guest will be lower.

Interviewee 11 (33:13):

I would say so, yes.

BP (33:15):

That's interesting. What would be solutions from the corporate side in order to limit the rule breaking without being that control-freak kind of boss?

Interviewee 11 (33:41):

I think trust plays a role. If the management acknowledges that the team wants or needs these kind of things, the hotel could make these things available towards the team. Let's say for example, a glass of wine after service or a beer, oftentimes that was taken just from the open wines without putting it into register. So basically it was stealing and taking these kind of things away, as I said, would maybe limit this team spirit. But if the hotel acknowledges that and says, "Hey, okay guys, we know that this is an important thing for you. And we would like to supply you with that. But in order for that, we need you to do this and this, or maybe we need to restrict it on somewhere else". In that way they don't take it away from the team, but they have more control over it because they do it officially and in a more controlled way. That would be one thing maybe that works.

BP (34:55):

Then it's about transparency. Acknowledging, "okay, it's happening anyway, so we provide you with only that wine" or kind of like this.

Interviewee 11 (35:03):

Yes, and in that moment, the hotel is able to control the situation without forcing it on the team. And maybe the team does not see it as a restriction towards them.

BP (35:15):

Okay. That's nice. I'm almost through with all my questions, actually. I just wanted to know if you have ever intentionally lowered the service tower to guest ,like the service standard.

Interviewee 11 (35:35):

Yes, honestly yes.

BP (35:38):

Could you give me an example?

Interviewee 11 (35:40):

Well I think the very basic example is if guests are rude, then they just get very extremely basic service, as low as you can go in a five-star property. Of course, because there is a certain standard that you just cannot go under without being rude or anything. But if a guest gets rude or is really impatient, then it happened that I was not willing to enhance the experience anymore with being friendly. With maybe what often happens, topping up the wine for free or these kinds of things. It happens, yes.

BP (36:34):

In another angle, if you come to work in a bad mood, because something happened private or you slept too little, but you have to provide this super extra smile and happy spirit, right, because you're in front of the guests, five star hotel, always. How do you deal with that?

Interviewee 11 (37:01):

I'm not sure if that answers your question, but there was a situation very similar. I was tired and I had quite a full service and I was letting that on my face basically. So I was not smiling, but it was looking very concentrated and that can look mean, you could say. So guests were actually approaching me on that and they were asking me if something is wrong or so. So you could say it was not intentionally that I said, I'm in a bad mood, I slept not enough, so I am mean to the guests, but it was unintentionally lowering the service towards the guest because of my mistake or precondition, you could say.



BP (37:50):

Okay. And one last question. Do you think that if you're in a bad mood, you are more willing to behave unethically, or how does this influence your rule-breaking behavior?

Interviewee 11 (38:11):

I think there are two sides to it. One side is if I'm in a bad mood because of personal reasons, then I would say definitely not. So if my friend is being rude to me and we had had a fight or something, then this would not influence that. But if I would be mad because of work-related reasons. Maybe my boss was unfair, maybe the GM was not nice and being condescending then that would affect my rule-breaking. Definitely never towards the guests, I have to say that. They should not be feeling that, but then for example, I'm much more willing to give out things for free, which I might not do otherwise.

BP (39:05):

Okay. To hurt kind of the company. To let it show that you feel treated unfairly or something like that.

Interviewee 11 (39:16):

Yes, that sounds really bad, but I think that is it.

BP (39:21):

Oh sorry, I did not want to make you feel uncomfortable.

Interviewee 11 (39:21):

No, but I think you're right, definitely. But in my opinion, the guests should not be victim to my mood in this case. So I'm not rule breaking or mean towards the guests, no.

BP (39:38):

Okay. If I understood it correctly, please tell me if I didn't... Then the manager is quite heavily responsible for your mood and for your ethical behaviour.

Interviewee 11 (39:57):

Yes, you could say that.

BP (40:00):

Okay. One last question then I'm done. What is the most important factor for you that employees don't break the rules?

Interviewee 11 (40:15):

The most important factor that employees don't break the rules...

BP ([40:19](#)):

Or influence. What is the most important thing in order that employees do not break rules?

Interviewee 11 ([40:29](#)):

Let me sort the words... I think the recognition of the job is really important and fairness and respect plays a lot the role, because if the team is being treated that way from the hotel or from their manager, they're not willing to, I would say, as you said it before, hurt them in anyway, and are in overall better mood. So I think fairness, respect are the key factors.

BP ([41:18](#)):

Okay. Creating loyalty, meaning I don't harm the company.

Interviewee 11 ([41:22](#)):

Yes, exactly.

BP ([41:23](#)):

Great. I have so many more questions, but that's just because your life is so interesting. But for the interview, I personally am done with the questions I needed. Do you have any questions for me?

Interviewee 11 ([41:39](#)):

No, not at the moment, but I wish you best of luck with the project.

BP ([41:43](#)):

Thank you! And if at any point you want to add something or if you're not willing to participate anymore, just let me know. I mean we are connected anyways.

Interviewee 11 ([41:57](#)):

It goes the same way around, if you have any further questions, feel free to ask.

BP ([42:05](#)):

Every day I will call you. No of course not. You gave me a lot of great information. Thank you.

Interviewee 11 ([42:10](#)):

Alright.

BP ([42:10](#)):

Perfect. Then I am going to close this call now.

## **App 6.14: Interview 10**

BP ([00:03](#)):

Hi, how are you doing?

Interviewee 12 ([00:09](#)):

Very well. Thank you.

BP ([00:11](#)):

Great, good to hear. How have you enjoyed your Christmas holidays?

Interviewee 12 ([00:18](#)):

Very, very good. I was with the family. I was in the Hague very shortly after, so I enjoyed that very much.

BP ([00:28](#)):

That sounds lovely and a trip to the Hague, what else right? Anyways, thank you for participating and helping me to do my bachelor thesis. I'm currently researching the unethical behavior of F&B service employees in five star hotels and how to limit those. And I really appreciate your participation. If at any point you don't feel comfortable to answering a question or you don't understand a question, please tell me, and then we either skip the question or I can clarify. Of course the whole interview is anonymous, so there will be no personal details or work names mentioned except for your gender, age and your duration or time within the hospitality industry.

Interviewee 12 ([01:37](#)):

Okay.

BP ([01:39](#)):

Do you have any questions for me?

Interviewee 12 ([01:41](#)):

until now, nothing.

BP ([01:44](#)):

Great. Perfect. Then I would kindly ask you to quickly summarize your F&B career

Interviewee 12 ([01:57](#)):

Solely my F&B career or my hospitality career?

BP ([01:59](#)):

No, it does not have to be solely your F&B career.

Interviewee 12 ([02:02](#)):

Okay. I did a couple of internships in various hotels, ranging from boutique hotels to grand luxury hotels. Then I decided to do an apprenticeship for three years, where you go through all different stages and departments. Then I went to a hospitality management company for a year, which was solely corporate based, so working in an office, but also very closely with hotels. Then after that, I went back into operational, focused on front office and guest relation. Then after that I went to university, where I started to work for the university as such overlooking different operational tasks and departments, as a duty manager and also worked within the service industry for the embassy.

BP ([03:21](#)):

Okay. That sounds quite interesting. A long hospitality Vitae already.

Interviewee 12 ([03:30](#)):

Yes I did not mention that, so it was since 2012.

BP ([03:37](#)):

Okay. Wow. That's very long. And then the apprenticeship you did in a five-star hotel, right?

Interviewee 12 ([03:47](#)):

Correct.

BP ([03:47](#)):

How long have you been in the F&B department in that hotel?

Interviewee 12 ([03:57](#)):

If I accumulated everything together, it would be two years.

BP ([04:05](#)):

Two years. Wow. That's also super long for an apprenticeship.

Speaker 2 ([04:12](#)):

It was two years, but then you would be, five months in room service, then another, I'd say four months in breakfasts. So altogether it would be two years.

BP ([04:23](#)):

Okay. Interesting. Have you enjoy the F&B department?

Interviewee 12 ([04:30](#)):

I did enjoy it. I don't think it would be something for long-term but I did enjoy working and participating and learning there.

BP (04:43):

But secretly you're more rooms division person?

Interviewee 12 (04:46):

Absolutely.

BP (04:46):

Great. Anyway, when it comes to rule-breaking in the F&B department, can you tell me the most crucial moment you have experienced, either you did it yourself or you saw it where you thought, okay, that's too much of rule-breaking?

Interviewee 12 (05:13):

I guess there were several moments, but I think the key one was after a banqueting event, it was a wedding party where the ladies and gentlemen, they brought their own alcohol because we couldn't supply it because it was something very, very specific. And they were wine makers, so they brought their own bottles and it was a quite renowned wine maker, who brought a specific vintage and they had like, I don't remember, let's say a hundred bottles and they didn't drink all the bottles in the end, but **the staff member told the winemaker "Okay, we're now approaching, let's say the 95th bottle", even though they had only drunken around 80 bottles. I can't remember the specifics, but roughly about 15 to 20 bottles were left of this rare vintage. And I then received a bottle of this wine to say here, take it as a thank you and then in the end, let's say a week later I found out that there was a big discussion because the winemaker didn't think that it was true that they had drunken all the bottles or maybe at least not so much, let's say 20 over, but maybe five or six or something. So, in the end I thought that was quite unethical to kind of just decide to give out the bottles to the employees, even though it was not his place to do it. And without cooperating with the people that brought it.**

BP (07:22):

So if I understood correctly, he basically lied to the guests in order to get something out of it?

Interviewee 12 (07:31):

Exactly. So I then looked online what a bottle in this range would cost, and it would be like 150 to 200 euros, so that`s quite a lot of money then.

BP (07:47):

So he did not only lie, but it's also including a lot of money.

Interviewee 12 (07:52):

Yes.

BP (07:52):

Okay. And was this person in a higher position than you were?

Interviewee 12 (08:01):

Yes.

BP (08:04):

So it was your manager?

Interviewee 12 (08:07):

For that evening, yes.

BP (08:10):

How did his behaviour influence you?

Interviewee 12 (08:16):

Well, at the time it didn't influence me that much because I didn't think about it. I was under the impression that everything was handled correctly, that it was kind of talked to, and that it was like a gift saying, thank you for the great service. But now looking back and reflecting that he actually kind of stole it, I thought that was a bit too much, because *it's a trust issue as well and I mean there are always things you, where something goes missing or you do take or use something, but I think if it's such a high value it also kind of defeats the trust of the guest.*

BP (09:13):

Yes, I understand. When we're talking about leaders and unethical rule-breaking, what would be the perfect ethical leader for you?

Interviewee 12 (09:28):

That's a good question. *Of course, the leader kind of has to lead and set an example, but if his team does something unethical, let's say take something. I'm also someone that would say, "okay, I saw it. If you do it again, we then have to see the consequences, but I'll give you a second chance". Depending on, of course, to what extent the rule-breaking was, but if it's at the end of the evening, you sit together and you drink. I would see the other side saying, okay, good, that's more team-building than stealing.*

BP (10:34):

So it's about understanding. How much is the integrity of a leader worth ... I have to rephrase the question. How much trust do you have as an employee to your leader then, if he would break the rules?

Interviewee 12 ([11:12](#)):

If I see it once, okay. It could be maybe a mistake or it could be unconsciously doing something, but if you see it more regularly than I think that you lose the trust over time.

BP ([11:33](#)):

And how do you think influences this the behaviour of an employee?

Interviewee 12 ([11:41](#)):

I think it would impact the employee as well, because you then would start doing it maybe yourself more often, because you see that there are no consequences.

BP ([11:55](#)):

Okay. Have you ever had to break rules for your manager in order to satisfy him or in order to accomplish the task required?

Interviewee 12 ([12:11](#)):

Not from a manager directly. That was more than from my own side, I went and did it to achieve, let's say a guest satisfaction.

BP ([12:31](#)):

Okay. But then it was in order to enhance the guest's experience.

Interviewee 12 ([12:35](#)):

Yes exactly.

BP ([12:41](#)):

I would like to go into different topic. Do you understand the concept of code of ethics or code of conduct?

Interviewee 12 ([12:51](#)):

I do, yes.

BP ([12:51](#)):

Great. Do you remember if your workplaces had a code of ethics?

Interviewee 12 ([13:05](#)):

For me, a code of ethics and a code of conduct is sort of the same thing. So yes they did.

BP ([13:14](#)):

And do you remember what was written in there?

Interviewee 12 ([13:20](#)):

Yes, overall it was about .. Discretion is a big part of it, respecting fellow coworkers. It was not to steal, if you break something or if you do something wrong, then you should acknowledge it and say, okay, I did something wrong .Those kinds of things.

BP ([13:54](#)):

Has this code of ethics influenced you when making decisions?

Interviewee 12 ([14:05](#)):

It depends. I mean, of course the respect and the integrity, the teamwork, of course it does because you work as a team and you should respect each other as well as your guests, but it was not always present. It was something maybe that was also within me before starting to work.

BP ([14:32](#)):

Okay. So if I understood correctly, it could have been already kind of your own private, ethical values.

Interviewee 12 ([14:39](#)):

Yes.

BP ([14:39](#)):

And those values were represented already. In what way do you think, could a code of ethics limit the rule-breaking of F&B employees?

Interviewee 12 ([14:59](#)):

If I understood correctly, if I have a code of ethics, how present does it have to be, so I don't do rule breaking?

BP ([15:12](#)):

Yes, how present or in what way can it influence it. Like, do you have to do extra actions..

Interviewee 12 ([15:23](#)):

I think I understand the question, if...

BP ([15:34](#)):

Should I rephrase it?

Interviewee 12 ([15:35](#)):

Yes, please.



BP ([15:35](#)):

Okay. Let me think. You just said that the values or the guiding principle of the code of ethics, they were maybe already personal values, right?

Interviewee 12 ([15:54](#)):

Yes.

BP ([15:54](#)):

However, not everyone has the same personal values. In what way can a code of conduct make sure that every employee behaves in the correct ethical manner according to the company?

Interviewee 12 ([16:13](#)):

Okay. Yeah. *So I think, repetition and also just leading by example. So if something comes up, to be very transparent to say, "okay, well, this happened" and we need to kind of get it done and we need to kind of look into it. So I think that's definitely something.*

BP ([16:43](#)):

Okay. Leading by example, great. So who has the responsibility then for the ethical behaviour of an employee?

Interviewee 12 ([17:05](#)):

*I think it's always the department manager.*

BP ([17:11](#)):

So not the employee himself or herself?

Interviewee 12 ([17:15](#)):

Well, yes and no. I think, there has to be some sort of reason why maybe the employee decides, it's okay for me to steal, but if everyone does it, it's maybe not seen as actual unethical rule breaking, but it's seen as the norm because everybody's doing it. Why can I not do it?

BP ([17:43](#)):

Okay. Back to example, with the wine bottles, have you, once you found out that your superior person did that, have you approached a higher hierarchical level and this discussed this issue?

Interviewee 12 ([18:06](#)):

To be honest, no.

BP (18:13):

Why?

Interviewee 12 (18:13):

What we did and it was a long while ago, but the apprentices who were working kind of discussed it and said, okay, well, this is really not a good thing to do, but we saw that in general we liked this manager. So I think we kind of discussed, okay, if something like this comes up again, we won't **part-take** in it, but, we kind of saw the more human side and said, okay, you know what, we're not going to bring him into deeper trouble. He was already in trouble as it was, and he openly admitted, I did something wrong. We didn't want to bring him into a higher risk as well.

BP (19:16):

Okay. That is interesting because now I'm wondering, would you have said something or would you have taken extra steps if you didn't like the manager personally?

Interviewee 12 (19:28):

To be honest, probably not. I couldn't answer why. I don't think so.

BP (19:39):

What would you need in order to approach a higher manager, if something happens like this, or would you just not mention those things at all?

Interviewee 12 (19:57):

To be honest, I think it depends really on what it is. I mean, if someone's getting hurt then of course, yes. I mean, hurt in the essence of that, it's a lot of money, but no one is physically getting hurt or whatever. So it's very difficult question, I don't know.

BP (20:30):

Okay. That's a very fair answer. So you don't know if you would go to the upper management. Could you tell me in your opinion, what is the influence, the upper management has regarding the ethical behaviour of F&B employees? Like not even the department manager, but let's say the corporate culture and structure, how that influences the rule breaking?

Interviewee 12 (21:07):

Just my general feeling about it or do you want a specific situation?

BP (21:19):

No, I don't mean a specific situation. If you have a specific example, it's always nice, but you can always just talk about your feelings.

Interviewee 12 ([21:28](#)):

I think that corporate would make the code of conduct or the code of ethics and kind of live a certain standard, but then, which is then also kind of projected onto the hotels, but then if you have, on the other side, let's say, I don't know your CEO or your vice president of HR being accused for unethical behaviour such as sexual assault or stealing money then I think that would kind of be a juxtaposition between what you think you're standing for, but in essence, you're not. And I think if you would have that and you'd see that, then you would kind of question yourself, is the morals that they're putting forward to you, why are they doing that if they can't even hold up their own morals?

BP ([22:38](#)):

Okay, perfect. Thank you. Then I would like to go into a different topic as well. Have you ever had consequences because of your own unethical behaviour?

Interviewee 12 ([22:57](#)):

No.

BP ([23:00](#)):

Okay. As F&B is a job where you really rely on your team, like your co-workers, I was wondering, if you could give me an example of a time where you have broken the rules to help a co-worker?

Interviewee 12 ([23:33](#)):

Let me think.

BP ([23:50](#)):

Do you need examples from the other interviews I had?

Interviewee 12 ([23:53](#)):

Please, maybe that is for the best.

BP ([23:57](#)):

For example, one person lied to the boss because the co-worker came late already a lot of times, or one person put a different wine into a wine bottle because the co-worker sold the wine which was already empty and they didn't have it anymore. So they just changed the wine in the bottle and one told me that another co-worker covered up another co-worker when stealing the tips. Those would be examples I have in my mind now.

Interviewee 12 ([24:38](#)):

Okay. I think there were probably moments where I covered up for colleagues, but they weren't really worth remembering. I mean, maybe I lied to guests as well, covering up, let's say a certain type of food what was not appropriate for

their religion. Yet, they still ate it and I've probably also covered up if someone was late, but nothing where I would say, okay, that's really, really something that doesn't work, like stealing the tip for me. I've never done that and I've never seen anyone actively taking from my tip.

BP (26:04):

Do you think all this covering up or helping someone where you said it is not even worth mentioning it or remembering it, do you think that was influenced by the interpersonal relationships you had with those co-workers?

Interviewee 12 (26:27):

I guess so. To some extent, yes.

BP (26:32):

Okay. In general, how were the team spirits in the F&B department you worked in?

Interviewee 12 (26:41):

Usually very high and it was not too often that you had a bad team spirit where everyone kind of pulled you down.

BP (27:00):

But you experienced that?

Interviewee 12 (27:03):

I experienced individuals which maybe brought a bad vibe when the person was working, but overall, when that person wasn't working, the team spirit was quite high.

BP (27:17):

Okay. And do you think that influenced the rule breaking?

Interviewee 12 (27:24):

I think it can. So if it would be your manager and he or she would bring a bad vibe into the team, then I think it would enhance rule breaking, but if it is let`s say a single employee that is a waiter or a bar man or woman then I don't think it would have too much consequences.

BP (27:58):

Okay, great. Thank you. That was very interesting. I just have two or one small questions left. How do you deal with a moment when you don't feel of being happy and super shiny in front of the guests, because maybe you had a personal incident before you had to go to shift...Wait, I'm phrasing that question very difficult. Okay. Wait. So sometimes employees in the F&B service department

have to show happy behavior and happy vibes, even though they don't feel like that, right. How do you manage to overcome them?

Interviewee 12 ([28:47](#)):

That's a good question. I think professionalism is the key word here. I think you just have to kind of remind yourself, "okay, why are you here?" Because in the end, you're doing a service and people are paying a lot of money for it and you have to set aside your differences that you might have, but of course it will affect you, but I think you just have to smile even if it hurts.

BP ([29:31](#)):

I like that. What would you do if a coworker or a manager or anyone else cannot do that, or how do you think, can this be ensured?

Interviewee 12 ([29:47](#)):

Well, I think trying to understand where the problem is, because it maybe has nothing to do with you, or let's say the work environment, but it's from home, then you kind of have to understand, okay, what's going on and if the person doesn't want to talk about it to give him or her the space he or she would need and maybe then to say, you know what, you're feeling so bad, go home, deal with it or do you want to maybe not work actively with guests, but more in the background, so someone else takes over and to kind of adapt to the situation.

BP ([30:38](#)):

Great. That's interesting. Nice. Thank you. Do you want to add anything I haven't asked or covered yet where you think that it's very important for limiting unethical rule-breaking?

Interviewee 12 ([30:57](#)):

I think everyone has to live with themselves and decide, okay, if I do this now, I have to live with the consequences. And I think one should always keep in mind that if you do something, you should keep in the consequences, but also then see, am I pulling someone else into it, who wants nothing to do with it and is it worth doing that?

BP ([31:30](#)):

Okay. So then it's a lot about responsibility of your own decisions?

Interviewee 12 ([31:37](#)):

Absolutely.

BP ([31:39](#)):

Okay, great. Perfect. Thank you. Just for you to know the progress of my thesis. I'm going to have some more interviews and then I'm going to color code them and my goal is to bring valuable advice for the F&B industry regarding the

unethical breaking. If at any point you don't feel comfortable with this interview anymore, you can just let me know, or if you have any questions or if you want to add on to something, then please just contact me.

Interviewee 12 ([32:22](#)):

Will do, but for now, I have nothing to add.

BP ([32:27](#)):

That is good to hear. Thank you for your time.

Interviewee 12 ([32:29](#)):

Bye, enjoy your day.

### App 6.15: General information about Interviewees

<b>Male</b>	6	<b>Age</b>	28, 22, 24, 33, 26, 23
<b>Female</b>	6	<b>Age</b>	28, 24, 25, 24, 26, 24
<b>Years active in hospitality/ F&amp;B</b>	Between 3 and 12		
<b>Country</b>	Germany (6)	Germany and Switzerland (6)	
<b>Worked in private hotel</b>	7		
<b>Worked in chain hotel</b>	2		
<b>Worked in private and chain hotel</b>	3		

**Interviewee 1 (male, 23)** spent 3 years plus some months in a five star plus property (only a few months in FO and HK) and after that for five months on a five star cruise ship (German owned) as

**Interviewee 2 (female, 24):** 3 years apprenticeship in a five star property, focusing on F&B plus additional apprenticeship in bar and bar mixing courses and wine courses afterwards and during apprenticeship, working as a manager of a Ramen restaurant (9 months)

**Interviewee 3 (male, 22):** 3 years apprenticeship in a five star property, mostly in F&B. at least half of the apprenticeship was in F&B. afterwards manager in a small ramen restaurant

**Interviewee 4 (female, 25):** 3 years apprenticeship in a five star plus property in Germany, focus on F&B, and then worked in a Michelin star restaurant un a five stars property in Switzerland for 6 months.

**Interviewee 5 (male,24):** started with 16 part time next to school, 3 year apprenticeship in a five star property on a island in Germany, after the apprenticeship worked in a different hotel in service for three months. Then during HTH working as service representative at an embassy

**Interviewee 6 (male, 33):** started apprenticeship 12 years ago in Germany in a 4 star property, then went on several cruising ships (one of them 4 stars others all 5 stars), afterwards worked in several 5 star or 5 star plus properties within Switzerland , went back on a different "6 star" cruise ship, came back to Switzerland and started working in 4 star hotels and luxurious properties and stopped working in hospitality now completely. After apprenticeship only worked in F&B service restaurant

**Interviewee 7 (female, 26):** started apprenticeship in Switzerland, worked in several five star and five star plus properties in Switzerland and on several 5 star and 4 star cruise ships. After eight years in luxury properties, she now works in a simple restaurant without any ranking. Always worked in F&B service only.

**Interviewee 8 (female, 24):** spent three years in a 5 star plus property in Germany, in several F&B outlets of the hotel itself and afterwards worked one and a half year in a five star property in Austria.

**Interviewee 9 (female, 24):** started the hospitality career in a pizza restaurant and after A-levels started the apprenticeship in a five star superior property in Germany. There she worked in all different F&B service departments the hotel offered.

**Interviewee 10 (female, 28):** apprenticeship in Switzerland, then during the years worked in several five star properties within the German speaking area of Switzerland, climbing up the hierarchical ladder, by now Guest experience Manager/F&B manager assistant

**Interviewee 11 (male, 26):** did an apprenticeship in a five star property in Germany, which was heavily focused on F&B and thus worked in all F&B service outlets available. Afterwards, worked as a F&B management trainee in a 5 star property in Switzerland, and as a restaurant manager as well.

**Interviewee 12 (male, 28):** since 2012 various internships in hotels, then apprenticeship in a 5 star property in Germany, focused on F&B, then he worked for a hospitality management company for a year, then afterwards worked in operations again, focusing on FO and guest relations.

**App 6.16: Colour Coding of Interviews****Blue:** Influence Leadership**Green:** Influence Co-Workers**Yellow:** influence Organisational Culture**Red:** reasons of rule breaking**Orange:** F&B related factors**Purple:** consequences and responsibilities**Pink:** identification of framing

Sub area	Coding
<b>Leadership</b>	<p>On the ship it was actually a <b>really strong hierarchy</b> and you're getting yelled at really, really often. Also they were <b>working with psychologic pressure</b> to actually show you that you are really, really deep below their heels (#1)</p> <p>but <b>they're actively mistreating you and giving you tasks just to put you in a different place</b>. Also <b>sometimes punishing the whole team just because you did something wrong</b>. So your position in the team is also feared. So they're using very, very, very difficult possibilities to treat you in a bad way.(#1)</p> <p>And <b>they can do that because there's nobody who can limit them or who is watching their style</b> (#1)</p> <p>in the apprenticeship, they built the trust upon that since they worked after every rule that they gave me. And so I could see, okay, this applies to all of us and nobody stands above the law. This builds trust and helps to connecting a team if there are clear rules that everybody has to follow (#1)</p> <p>If they would see it, they would for sure be mad with me, but I mean, I'm not doing this on a frequent basis. I just did that sometimes, but it was like a SOS situation (#1)</p> <p>in that you had a strong bond in the team and with a, let's say combined hate towards the manager. So you were, united by one figure of hate (#1)</p> <p>... If he's the manager who does it, I don't think he could do much different anything to improve that I would like to voice anything. I think it would be quite difficult to in a lower position to just go there.(#2)</p> <p>There were some situations where I would have asked the guests to leave and the managers wouldn't (#2)</p> <p>Definitely, if you have a manager that lives up to it and also stresses it. That definitely influences the behaviour of the people working for that manager. I guess if somebody who's higher in</p>



the hierarchy than I am lives up to something like that and integrates that into the work, yes (#2)

Definitely somebody who also listens to the concerns of the colleagues, the coworkers. (#2)

I think at some point of time you should shield your co-workers and get rid of that guest for example, or I think just, if you talk openly about things, for example the tips it would be way easier. It would also be harder for that colleague to steal the tips and it would be easier to figure out if somebody is not happy with something. So just a very open atmosphere (#2)

He was really great and you could talk to him about everything. He would just sometimes be a bit more laid back, (#2)

He just had always one colleague and one apprentice with him, but he really cared about his colleague and his apprentice always. And he always wanted the apprentice to learn all kinds of things. (#2)

I think there were quite some good managers with some flaws in some situations, but I think that's also a lot to ask that you know how to react in every single situation. (#2)

[trust base with good manager] If I take the purchasing department, it was very respectful and it was a very, very good work environment and very open. (#2)

I think the breakfast supervisor changed like six or seven times. So it was not a steady or a stable team. It was a bit difficult and still the atmosphere was fine, but it was not as such a strong team as the evening crew (#3)

from the leadership style, a bit laissez-fair. If you're there as an apprentice they let you do whatever you kind of want to in times where it's not too busy. And then of course that creates an another more relaxed atmosphere compared to the full restaurant in the evening. (#3)

Most were quite good and they were working there for 10 years and they were like, keeping everybody together like were always there for you if you need it. If you have questions, they were doing workshops on wine knowledge and so on, everything you need to know, if you start your hotel career as an apprentice. So they really guide you and help you to grow there as well and that makes it a lot more comfortable if you really know what you're doing and serving the guests (#3)

. So that also really helps to be integrated into the team and also to work together with the colleagues (#3)

I think if the manager goes with a good example and says, Hey, even though we are quite stressed at the moment, we still have to keep the level of service up then that would be a good example (#3)

it's the lowest level of hierarchy you don't really have to possibility to say, no, I don't want to do it. So you go with a bit

	<p>of a bad feeling service it still in the way you are supposed to (#3)</p> <p>. Of course there was a hierarchy, but it was not the case that you couldn't speak up to your managers if you think he is wrong or there's a misbehaviour (#3)</p> <p>So the higher manager, I think he took really good care about the situation because at the bar the argument was, we are too busy to get behind it and at the restaurant it was already about the end of the shift and he said, okay, if you're too busy to post anything, then I will stay as long as you need me behind the bar and help you with whatever you need (#3)</p> <p>In the hotel, the restaurant manager always divided the tip and always did the lists with who gets what and how much came in in total. (#3)</p> <p>, I would say recognition in what I need. That is very important as a basis for being able to develop further. If you only get negative criticism... At some point you lose your motivation (#4)</p> <p>. I think positive criticism is also very important. (#4)</p> <p>a manager should be a role model (#4)</p> <p>Then being a role model in the sense of I cooperate, I also take on tasks, I try to support my team, even if it is perhaps below my abilities or I feel too good for it. You should still say "OK, I am there for my employees". It is also self-confidence that the leader should have and when there are insecurities, that you can simply deal with them well. Respect for oneself, but also, of course, for the staff (#4)</p> <p>you tried to do everything right for your superior, which was sometimes at the expense of the team atmosphere (#4)</p> <p>In general, you just didn't enjoy your work when you always got negative criticism and you could try as hard as you wanted, but you just didn't get any recognition.(#4)</p> <p>who am I to say something about it because the hierarchy is there to be followed in some sense. If it's right or not, that's a different topic. I would say it's very arguable. (#5)</p> <p>But with that manager, I was actually close friends. We used to hang out also in privates and have a drink, or we went also together to the next big city a couple of times to go shopping with a crew from the hotel and so on. (#5)</p> <p>. I do think that breaking the rules from time to time and in a specific setting is bad, it's important. And that's, I think a good quality in a manager to see those situations, value them as, okay, right now I need to maybe handle it a bit differently (#5)</p> <p>And I think that's a trait that a manager does need and good listening skills. Properly listening or organizing is also important</p>
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	<p>because everything can be handled if it's properly communicated, organized and listened to. (#5)</p> <p>I think it's always important that the manager is part of the team, because if it's only a team on the bottom and then the manager feels like they're something way better and way up high and don't know what's going on at the work... I think that's a problem. That's a big problem (#5)</p> <p>And <b>that the manager also shows sometimes it's okay to break the rules. Sometimes it's not.</b> Obviously they're there for making sure that the rules are obliged, but at the same time sometimes it's good. It's a benefit to break some rules in order to get the best possible solution.(#5)</p> <p>If it's something fundamental, like stealing money out of the cash register, then I would go to the higher ups and say it obviously, but also in a discreet manner and not tell everybody else like "Oh my God, I saw that". It's none of other people's business. Or if it's something minor and obviously I don't agree with it, but still could handle it and just get over it, then I probably will also do that. Just to shut up and don't say anything although I don't support that behaviour. (#5) It depends on the weight of the thing that they did. (#5)</p> <p><b>it's the hierarchy thing and the manager is always the higher up . They can get you in trouble</b> or can force you to work the stupid shifts or work the thing that you don't like, you know. They always have a bigger leverage then you (#5)</p> <p>He was correct. He was a bad one for us because we could not drink with him. (#7)</p> <p>A lot. Great influence I find because when you get angry or if...., when you get along better with a boss ....(#6)</p> <p><b>No, I think it doesn't matter Interviewee 6. Either you break the rules secretly or you do not do it secretly. If your boss sees it, then you have it good with your boss. And if you're not so good with your boss, then you do it secretly.</b> It doesn't matter if you're good or not, you're going to break them anyway. If you want to smoke, you go smoke, if you want to drink, you drink, and if you don't want to give the cutlery back.... It doesn't fucking matter. Either you do it secretly or you do it officially if you're good with your boss. (#7)</p> <p>But it helps to get along better with the boss. (#6)</p> <p>Of course, that makes it a bit easier. (#7)</p> <p>To a large extent, actually. <b>I think, the leader's behaviour is one of the main determinants for how the employees behave. I think this is a really, really important, and critical role that the leader has because when you're a good leader, I think employees follow you and they kind</b></p>
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**of also imitate your behaviour.** They act like you do. So I think when you're a leader and you're accepted and your employees follow you and you behave ethical, your employees would do that as well. And if you have a strong value structure in place, I think your employees would like to stick to those values and those ethics. But when you're a strong leader who is behaving unethical, all your employees would think it's okay because they respect you and they follow you. So they would expect this unethical behaviours is okay and they would do that as well. So I think the leader can have really great impact in a company. (#8)

He was still quite relaxed and tried to not get his stress on others around him because I think that would be just working against him (#9)

It was like a super generous and fair leader. Some of us even called him the father for the restaurant, because **he was taking care of everyone** and especially protecting the younger ones and from the kitchen (#9) He was super protective and nice (#9)

If there was a shortage in staff and he needed another person for the evening because there was just less service there, then you could not say no to his wish (#9)

And I think, especially because he lived by what he preached basically .... really getting into the different parts of the restaurant and taking the dirty dishes back as well and really being present, he was an example for everybody else to live by his example, basically (#9)

When the restaurant manager, like the so-called father, was there, I think service was finished earlier because everybody supported each other to be finished because, he was also giving compliments in the end or saying "Everyone gets a glass of wine because the service was so successful". So there was really an appreciation you felt as employee (#9)

because seeing the differences in how everyone behave towards each other during different service periods, **I would say there were less rules broken and with the restaurant manager rather than with this assistant**, but I can't prove this at the moment. It's more a feeling I have and the overall environment, or spirit you had during service. (#9)

I think it's, for sure on one hand the encouragement whether your supervisor or manager is approachable or if you know, that he's going from zero to 100 in a moment if you just criticise something. But I think on the other side, it's about self-esteem because I think even though you know, that another person might not like to hear your opinion, if you're having the self-esteem (#9)

	<p>don't talk about money in principle, but when the manager who is responsible for the accounts says that you apparently didn't work well, that's also questionable. There were a lot of interpersonal deficits. (#10)</p> <p>So that was the strictest person. So nothing was possible and it was very good. It was perfect for all of us. He always said that work is work and beer is beer and that has become my guiding principle. (#10)</p> <p><b>Management must set a good example.</b> Management must not start having three glasses of wine in the evening, but management must be consistent. (#10)</p> <p>, I think motivation comes in three parts. Motivated to come to work because you have fun at work, with your colleagues. Then motivated because you have a cool boss and because the boss is behind you. And motivated because your self-motivation is just mega big and if all that fits, then I think it's perfect (#10)</p> <p>. And now he's making a three class society. Now there are those, then there are those who were there and then there are those now who have come with him. So the new ones he doesn't know, then the ones he's been there forever and his old crew and he makes distinctions there too. So that's quite unpleasant. I have a very bad feeling.(#10)</p> <p>Of course <b>the leader kind of has to lead and set an example</b>, but if his team does something unethical, let's say take something. I'm also someone that would say, "okay, I saw it. If you do it again, we then have to see the consequences, but I'll give you a second chance". Depending on, of course, to what extent the rule-breaking was (#12)</p> <p>I think it's always the department manager.(#12)</p>
<b>Leaders and rule breaking</b>	<p>it depends on your position. On the ship, you would decide not to say something because they are so much higher of power than you, but in regular restaurants, I worked, it was always really balanced. <b>So that the manager for example said, okay, it was a really hard shift, let's all have a glass of wine together.</b> So he gave kind of his approval that you can disobey the rule this time because you have to the official approval that you can do it. So again, the managers in most hotels I worked in have been really fair. And when they broke the rules, they offered anybody else to break it as well. So they had to break it, but on the ship it was really unfair (#1)</p> <p>It makes you feel unworthy because it gives you the impression that you are less worthy (#1)</p> <p>I think that <b>most of the managers should apply to the rules as much as possible since they have to lead by example (#1)</b></p>

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>. Sometimes there were managers, which even encouraged me to break a rule to, you know, for example, if you have the last bottle of a particular wine and it's already open, but there's no wine out. And then one table orders it and you just go there and you just open the wine in a way that they can not really see that it was open before.(#1)</p> <p>because if you don't have that...try to convince your manager that he just did something bad. You can tell him, I didn't like what you did. And he can say, oh well, that's not my problem. And just wander away and you cannot do anything against them. (#1)</p> <p>Quite uncomfortable, but also a bit difficult because he was my boss, so I didn't say anything.(#2)</p> <p>And I knew what he did the evening before and I took it. (#2)</p> <p>. I think I maybe could have, or should have found a couple people and not be there by myself and to talk to him because confronting him.. I didn't really do it.(#2)</p> <p>I always find it a bit more difficult if it's a manager, I mean, by now it's also different that I would stand up more (#2)</p> <p>. The downstairs bar wasn't equipped as well as the upstairs one. And there was a lady who ordered a Lillet-Vive. So with obviously Lillet and we didn't have Lillet downstairs and he just poured in martini Bianco. And he said, she won't notice (#2)</p> <p>I have to say it was not a decision from any part-time staff or whatever. It was really the example the managers set. So our breakfast manager said you don't have the time to make a fresh orange juice now, so give him just something else (#3)</p> <p>And he always posted drinks not really accurate. He just said, okay, in the last 10 minutes we had 15 gin tonic and five of these and five of this. And I was like, no I made a list and this is what we have. And he's like, yeah, if we make a list, we don't have the time for that and I just said maybe we can say we don't have the time for,(#3)</p> <p>if your manager is doing the same kind of thing, then he won't punish you for doing it (#3)</p> <p>, when he breaks the rules to gain an advantage, then it triggers negative emotions in me, because then I get the feeling that he is very distant from his employees, if he thinks more about himself and his career, his goals, his personal well-being than about that of his employees. But if the manager were to break the rules in my favour.... Let's say I don't feel so good that day</p>
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	<p>and he sends me home and says yes, you're supposed to be working, but it's okay. (#4)</p> <p>then of course it's a very positive feeling and then I trust my supervisor much more. (#4)</p> <p>Especially with the colleague, I would say, "What are you doing? But I don't think I would dare to actually bring it up with a colleague who is above me. (#4)</p> <p>Because most managers in this industry simply have a lot of power and can punish you..... It sounds harsh now, but they can punish you quickly for something that they think you are doing wrong or that is simply disturbing. And I would have too much respect for that, I think, that I then have to bear consequences that don't have to be, for me. (#4)</p> <p>So it's like giving and the taking from one another. And with him, it was always, you know, I would help him to work longer, but then I was able to request maybe special days off. Or maybe we would say, okay, you are working only half a day today (#5)</p> <p><b>I drank with my boss.</b> I made up the first bottle of wine with my boss at 6 pm. (#7)</p> <p>My boss always told us not to show it to the sommelier. (#6)</p> <p>the sommelier mixed the Shiraz and the Chardonnay together, bottled it and said "We have rosé wine again" (#7)</p> <p>Well, I didn't serve it. <b>I refused to serve it because I said it was going too far. I'm involved in a lot of shit, but it's going too far for me</b> to mix a Shiraz and a Chardonnay together and sell that to the guests from a super French rosé, I won't do that. I refused to do that, but everyone else did. (#7)</p> <p>I think if I would have to do that, not just one evening, but frequently on a daily basis, I would definitely say something that, because this is not how I want to work. (#8)</p> <p><b>the one job that I had, I was always working overtime. So every day, every week, and I was also complaining about that. So</b> actually, openly, I just stood there in the back office cleaning and complaining about the overtime and saying that it is not fair and that we should at least get paid for it. (#8)</p> <p>So in case we had an event and then there was the bottles counted and there was like this rule of thumb that there was always booked a little bit of water more, but not really large things, but it didn't harm anyone actually (#8)</p>
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	<p>there was a huge rush in the evening during service and everything needed to go super fast and he was just screaming that the dishes need to go out. (#9)</p> <p>each evening, even though it was a non-smoking restaurant, he smoked inside the restaurant and he accepted it as well that his employees are smoking there. (#9)</p> <p>The assistant manager, he was usually during evening service at some point starting to drink a glass of wine or two. And this usually was starting quite early, so around half past eight or nine-ish when there was still a lot of work to be done (#9)</p> <p>And that was when I showed up to a higher managerial level and just being like, okay, what am I supposed to do? And ask them for help to support me in this situation. (#9)</p> <p>and he apologized with me that the schedule has been changed and that there was such a mess and that he was screaming at me and promise that something like this will not happen in the future, but obviously it did (#9)</p> <p>I had one time when a new restaurant manager was introduced in the half-board restaurant. He was a younger, so let's say unexperienced a little bit more. And he overreacted his position as restaurant manager a lot. And I was working at the drinks buffet. So I was fixing drinks for during the restaurant service and he always demanded drinks from us, even though it was hotel policy not to have any special beverages for employees. (#11)</p> <p>But <b>obviously we complied because of the position</b> and at one point <b>this irritation started to shift into not really respecting the person anymore, because we knew that this was not right to do of him</b> because we knew the business within the hotel much better because we were there for longer and how even unspoken rules are handled. So that shifted into making fun of him a little bit and actually we pointed it out directly to him, but he said ,whatever, basically. So it was definitely moving very much into disrespect towards the person, because he was not accepting of basic rules that everyone has as basic values towards other people. And especially because he was not respecting the internal values of staff within that hotel. You know, these unspoken rules people have. (#11)</p> <p>I would say because the manager knew of the potential of his team and he was pleased with the work they put in and the outcomes and their the results. So he allowed more freedom, as long as it stayed like that. There was a point when that was not the case and I think, then it was made pretty clear that there are rules actually, but mostly it was the case that as long the manager could rely on his team in every situation and he knew they would stay longer if it's the case, because maybe a certain event was extending a lot or whatever, nobody would complain and it would still act like a team, and then he acted towards</p>
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*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>giving this as a benefit to really bend the rules for the team. (#11)</p> <p>If I see it once, okay. It could be maybe a mistake or it could be unconsciously doing something, but if you see it more regularly than <b>I think that you lose the trust over time (#12)</b></p> <p>I think it would impact the employee as well, because you then would start doing it maybe yourself more often, because you see that there are no consequences. (#12)</p> <p>So if it would be your manager and he or she would bring a bad vibe into the team, then I think it would enhance rule breaking, but if it is let`s say a single employee that is a waiter or a bar man or woman then I don't think it would have too much consequences. (#12)</p>
<b>Co-Workers good experiences</b>	<p>If you are member of a <b>good team, then you can rely on each of the other ones and you know that they will catch you if you fall, they will step in if you need their help (#1)</b></p> <p>it gave you the feeling of security and safety.(#1)</p> <p>I think this job is actually only doable if you're having a good, strong interrelated team where everybody helps each other out (#1)</p> <p><b>the most important quality, I guess, is just showing that you are willing to help and that you are willing to support the whole system</b> that you're not working on your own, and that you sometimes maybe put more effort into work for the other ones then your own.(#1)</p> <p>that you just see problems and that you proactively go to your colleagues, asking them if you can assist them or proactively do things (#1)</p> <p>So this is a good, an important quality, being proactive in my opinion. And that leads to the fact that trust is created. And the trust leads to the fact that the whole team is having a good, healthy culture, where nobody has to fear about getting in a weird situation, because you have one or two colleagues, which will always help you. (#1)</p> <p>that team, it just makes me behave in a really, really good version of myself since each one trusted me and I trusted anybody else. So we all support each other.(#1)</p> <p>us as waiters will support the kitchen staff if they were understaffed, by, I don't know, peeling potatoes, for example, or helping them in the pastry doing small tasks, but still keeping some workload away from them. So this was for me, the best experience of my life working wise (#1)</p> <p>when I was at work, I always tried to keep a really good working pace, because since I explained before my colleagues also trusting on me, and since I am one part of the face of the whole</p>

	<p>team of the restaurant, it will also fall back to them if I do something bad. So therefore it was, for me, more important then to do my job, at least good. Maybe not excellent, but at least good. Because I didn't want them to have a bad feedback for that. So intentionally, Never. (#1)</p> <p>That they do their job properly. I think that's very important. I also always liked that people stress that they want to have fun at work and everything, but I really just enjoy work a lot if it works, like if everybody's doing their job properly, I think that also adds to having fun because you get things done and, you know, you're doing good at your job. (#2)</p> <p>The evening shift was quite strong and stable and all the employees were working there for ..some for 15 years already. And it was quite a strong team. Everybody was working together and the atmosphere was quite nice, which also leads sometimes to after shifts and out of shifts time spending together (#3)</p> <p>The evening shift in the restaurant was my favorites and also the bar. Where we also had quite a small team, but also as I said for the restaurant they've worked pretty close together. These two were definitely my favorites. (#3)</p> <p>I have actually disregarded that from time to time and said "No, guys, come on, we'll help out together", then I might work half an hour longer, but then the work is done and you don't have to sit or stand here for another hour and do it (#4)</p> <p><b>So that was good because it was then a real team, we worked all together, we helped each other out and it was just a very, very nice work environment to be there because everybody was supportive (#5)</b></p> <p>Regarding the team because of the size was so much smaller, you knew everyone, you knew the chefs, you could go into the kitchen and talk to them. They also asked you questions and it was just a real nice environment to go to. So you really wanted to work there and the manager was always approachable. (#5)</p> <p><b>I do believe that if a team does things together, they only grow together. So in that sense what we had maybe with a wines as well after a stressful evening, the manager would give each of us a glass and say "today was a great Workday, thank you very much for your help". (#5)</b></p> <p>And therefore we were shown appreciation and that we are valued by the manager. (#5)</p> <p>It definitely enhances the rule-breaking (#5)</p>
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	<p>Yes, very good. (#7)</p> <p>Yes, there is something in return (#6)</p> <p>No, because I kind of understood that it was not the decision of my direct manager and he was the one who was in charge of us and we had a really good team spirit, and we were like standing and falling together (#8)</p> <p>Working with him, it was really like a family working together and he always emphasized that it's really about supporting each other to get to that common goal of having a successful service for instance. (#9)</p> <p>I think service was finished earlier because everybody supported each other to be finished because, he was also giving compliments in the end or saying "Everyone gets a glass of wine because the service was so successful" (#9)</p> <p>We did that, and including myself. If you knew that a close co-worker or anybody was late, it was usually quite snowy as well where I worked in the winter, so it was often happening that you just underestimate the time you need to arrive at work. So it was only two or three, four, five minutes, something like that where the other person was late, but you just said "Oh, I already saw her being in the changing room" and stuff like that. (#9)</p> <p>stuff like that happens, I would say, even though it's not nice, but it is as well here, I think about supporting each other. (#9)</p> <p>But I always felt at home from the start. And there was always an incredibly good team dynamic and similar in XXX. The team there was also insanely good. So we were all really incredibly close there, it was really great. (#10)</p> <p>was discussed together. If it wasn't with the respective boss, i.e. with the mentor at the same time, then it was really discussed in the large group. What problem each person had with the other and then it was discussed openly and afterwards everything was really great. (#10)</p> <p>, I think motivation comes in three parts. Motivated to come to work because you have fun at work, with your colleagues. Then motivated because you have a cool boss and because the boss is behind you. And motivated because your self-motivation is just mega big and if all that fits, then I think it's perfect (#10)</p> <p>I don't think that good team bonding only happens because of drinking together. So you can see it this season, we almost can't all go out together, but we still all have a very good team spirit.</p>
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	<p>Especially in the F&amp;B area, and I have to say that I'm really proud. (#10)</p> <p>because the teams I worked in were in general very fitting. They had basically the same ideas of what they want and what everything should be like. And everybody put in a lot of hours and effort and more often it became like a family kind of thing. So the bonds were quite strong (#11)</p> <p>I think the statement makes a lot of sense you could say, or I could see that from my experience happening and in the teams, which were more acting like family and very close, rules were bent a lot more than in the other teams (#11).</p> <p>Usually very high and it was not too often that you had a bad team spirit where everyone kind of pulled you down (#12)</p>
<b>Co-workers bad experiences</b>	<p>it turned out to be a really bad experience, because if you know that some of your colleagues are not taking care of you, then letting you fall and to experience that and they just let you run into the open knife. (#1)</p> <p>And that gives you the impression of being lost and being excluded from the team (#1)</p> <p>This is like the back side of the medal, since you on one hand can have a really perfect, good, strong bond. But on the other hand, if you do not fit, you can never be happy in a team. (#1)</p> <p>colleagues telling things that you've done to the manager, in some kind of espionage way that they are putting you in a position where you don't want to be (#1)</p> <p>sometimes people will carry that information to the manager causing trouble to me. And this is something which is really un-collegial and destructive for a good team environment (#1)</p> <p>On the ship, on the other hand that makes you behave .. So there are two ways the first way is that you become a snitch. So like in the democratic German Republic that you just become somebody who is helping managers to find people who are not obeying the rules (#1)</p> <p>With the breakfast shift it was a bit more difficult because it was more like part-time employers and they were not too used to work together. So it was a bit more chaotic. (#3)</p> <p>I think the breakfast supervisor changed like six or seven times. So it was not a steady or a stable team. It was a bit difficult and still the atmosphere was fine, but it was not as such a strong team as the evening crew (#3)</p>

	<p>You wouldn't dare to take a croissant from the buffet, even though it's left. That's just because no one did it ever. Then it's kind of not a subject of discussion to do so (#3)</p> <p>. And if the team is not right and the atmosphere in the team is not right and you can't necessarily trust your colleagues and especially your superiors, then at some point you are no longer prepared to withstand these pressures or can no longer withstand them. And <b>if you are simply not supported by your co-workers and superiors, then, as I said, you can no longer withstand the pressure. (#4)</b></p> <p>If you have the feeling that you have to prove yourself to your manager, you often do it at the expense of your colleagues.(#4)</p> <p>You don't stand up for each other and you're not prepared to take responsibility for other people's mistakes. For me, that's stabbing someone in the back or simply uncooperative behaviour. (#4)</p> <p>of course the atmosphere in the team was tense because of that, because you always had the feeling that if you didn't please her [manager], you would only be at a greater disadvantage later on (#4)</p> <p>There was a lot of talk behind the backs of the other people. And there was a lot of negative talk. And because of that, of course, the contact between each other was totally tense, because you always had the feeling that if I said something wrong, it would be spread behind my back.(#4)</p> <p>You know exactly, they were talking about me or about my friends and then you just don't trust everyone one hundred percent anymore, what you say and how you communicate with each other.(#4)</p> <p>I would say that the problems were never really solved. Personally, I just tried to change the situation most of the time. That is, when a situation became unpleasant, I simply left (#4)</p> <p>. It was just that we didn't understand each other and it was somehow just stupid, but we didn't try to solve it somehow. (#4)</p> <p><b>. I didn't really like it in the beginning because you don't feel like part of a team because you're only there from time to time and not the whole time (#5)</b></p> <p>as well, but that was rather, I think, particular situations or particular colleagues who had that behaviour or who weren't</p>
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	<p>fair, but it was never the whole environment, but always particular persons, I think. (#8)</p> <p>It pushed me actually to work harder and to try better and to improve myself and to show those persons that I am capable of doing this work even they were not expecting me to be capable of it. And I always wanted to prove that I have a right to be there somehow and that really pushed me to work harder. And of course, sometimes it left me also frustrated, but throughout the years it really made me grow stronger actually. (#8)</p> <p>Yes, I went directly to the responsible bosses and in the beginning they ignored me a bit and then a few months later they checked how the invoices came about. Exactly. (#10)</p> <p>So it is clear that it has almost gone in the direction of bullying. That is logical. So that was clear. Someone comes along who does his job so well, I'll say, without lazy tricks and without cheating and so on (#10)</p> <p>. And now he's making a three class society. Now there are those, then there are those who were there and then there are those now who have come with him. So the new ones he doesn't know, then the ones he's been there forever and his old crew and he makes distinctions there too. So that's quite unpleasant. I have a very bad feeling.(#10)</p> <p>I experienced individuals which maybe brought a bad vibe when the person was working, but overall, when that person wasn't working, the team spirit was quite high. (#12)</p>
<p><b>Behaviour towards co-workers you like and don't</b></p>	<p>I would say no, I do not make a difference because I would, for example, never, if I do not like a colleague or if I like a colleague, that for me makes no difference. But what makes a more important difference is what type of rule-breaking it is (#1)</p> <p>So in my point of view, eating something that would go to waste anyway, is not a rule that is important to take care of, but on the other hand, for example, stealing out of the cash box, that is the rule that I will always display, always defend (#1)</p> <p>I want to be that person. But I think if it comes to that, I'm really, really fair without personal preference in regard.(#1)</p> <p>So if I would've gone to my manager and say, this is what he's doing, that would have been like snitching a friend. So as they were all kind of having some kinds of friendships, I think a bit more distant feeling would have helped. But of course then the work wouldn't have been as fun with him..(#2)</p>

	<p>It's definitely easy. If you say, have a drink after work from the open wines. Definitely. If you don't like the people you wouldn't and if you're there together and your manager says, Hey, good job and we're all going to have a drink from our wine cooler and fridge, yes definitely (#2)</p> <p>If you know the people and you actually like them, you don't want to... It's a bit more difficult to be strict or tell them that something they're doing is not good, or it was wrong.(#2)</p> <p>I guess that would be less of a big step for me then. I would still ask him, like I did in the beginning, what he was doing there. But I guess it's definitely easier than because you have nothing to lose, no friendship to lose really (#2)</p> <p><b>If you have a stronger team then that comes naturally to work together and to also enjoy work more (#3)</b></p> <p>I would say the influence of the teams is quite high. So if everybody grabs a wine, even though it might be against the rules. Yes. Then I did it as well, but if no one breaks rules, then it's kind of easy to stick to them as well(#3)</p> <p>I would say if you have a lot of trust in the team and if you have a healthy team that might lead to rule breaking in a way that you do unethical things where you know that no one else will know about it than your team and you trust your team to cover you. Sometimes that can happen.(#3)</p> <p>, I would say recognition in what I need. That is very important as a basis for being able to develop further. If you only get negative criticism... At some point you lose your motivation (#4)</p> <p>. From the colleagues, simply also mutual support. <b>That you always try to motivate each other positively, even when it's difficult, that you are honest with each other, that you don't stab each other in the back (#4)</b></p> <p>Yes, but that only works if you trust your colleagues, if you have a good team atmosphere, then you do it. And if that's not the case, then maybe you break the rules in a negative way. (#4)</p> <p>if I get along with my colleagues and co-workers, if I get along well with them in my private life, and if we have a respectful relationship, then I am more willing to break the rules in a positive way than somehow at the expense of my colleagues.</p> <p>(#4)</p> <p>Well, the people with whom I also got along well in private and whom I also saw as a person of trust naturally took on a much higher, not comparable status with me and for these people I would have been prepared to break a rule, even at my expense (#4)</p>
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	<p>"Okay, come on, it's better for all of us if we do it behind the backs of our superiors", but not with everyone, because trust played a role again, the lack of trust. There was simply no trust at all with some of them, where I would have said no, even if it was somehow obviously a collective decision. I don't know what is ultimately brought to our manager by my colleagues and therefore only to a certain extent with part of the team. (#4)</p> <p>If they would be on time, if they will do their work and they wouldn't annoy me, I wouldn't say anything because mistakes can also happen from person to person, but if they would annoy me and they wouldn't work properly and don't do as they're expected to do, then I would maybe drop something with a manager, like, "Hey, maybe get closer to the person and smell the breath". Just very casual, nothing like "Oh my God, this person did this and this and this", but just a little hint to the person responsible or supervisor. (#5)</p> <p>But if I would like the person I wouldn't tell on them. I would be like, "Hey, are you okay? Do you need anything? Do you need water? Do you need a break?" Something like that, you know? (#5)</p> <p>Then I would more cover up for the person because obviously I like them and I care for them. That's also important, caring for each other and therefore I would just make sure that they're okay and that they're not getting fired from the job. (#5)</p> <p>We just left and didn't tell anyone. (#6)</p> <p>[different effect on rule breaking behaviour if loyal feeling towards ship] No. Well, the alcohol thing. We would have smoked the same amount and drunk the same amount. (#7)</p> <p>For people I don't like that much, no. For everyone else, yes. Everybody has bad luck and is late. My goodness, everyone has a shitty day where you think to yourself, I don't want to be to blame when you get scolded. I feel so sorry for them. So I figure if it's that easy to get around it, it's better that way. (#7)</p> <p>Well, I wouldn't break any rules that affect other people. I think I would only break rules if I knew it was about me. Although that's not true either. If I drink, then nobody has anything to gain from it, if I only do my job in a larifari way, that's true. (#7)</p> <p>. I think the better the team bond is the more coverage I think, is in place for unethical behaviour. I think that that could be definitely a relation because as the team bond is stronger, I think they want to stick together and don't want anyone else from the outside be in both and rather maybe handle it for themselves. (#8)</p>
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But I was still motivated, because it was a great team and a great manager, and we have this common goal that we work for every day. So I think if this wouldn't have been the case, if the team wouldn't have been so great, I probably would have taken other measures, but since it was overall, it was fine. (#8)

And it was just, I think, a generational difference there as well, that with some co-workers you were closer than with others. (#9)

**I think so. I think with the ones being comfortable with, I would have rather broken the rules** or I rather broke rules than with the ones not being that close, because you could rely on each other. That it was sort of a safe space and I mean, everyone knew that at times when it got stressful, somebody is breaking the rules and it was just acknowledged, but it was not really talked about, and I think if you're not too close or there's a generational difference, you would always got pin-pointed at it (#9)

I would definitely say so, because if it's a friend of mine, the co-worker, then for me it's easier to just saying this for a friend, if I know that he's just being late by a couple of minutes, that he will show up a moment later. I didn't do that for the old co-workers I have been working with (#9)

**I think it was based on cultural differences actually,** because in the first properties I worked at, the service teams were very heavily consisting out of mostly German, Austrian or Swiss people. And in the last place I worked at, the hotel was relying to almost a hundred percent on Italian service people and I was one of the few German people working in F&B operations basically. And to my understanding, the Italian people there have a completely different work spirit and they for example, than the one I have. And for them work is more just work. At least that's how I experienced it in this particular hotel. So for them it was only work and they did their work and then they went home basically, where in the properties before, work was also life basically. So everyone stayed in the hours for everyone else, if they had to compensate or couldn't make it or whatever. That's what I mean with family, because it didn't really matter what was going on in work because everybody was there anyways and we spend a lot of time there. While in the other hotel, it was mostly just working for the money, not for the spirit (#11)

oftentimes because, compared to, for example, the hotel that I mentioned last with the Italian staff, they just had so much staff. I would say because probably they could pay Italian people less, but they were completely overstaffed you could say. So there was a person for every task, while in the other hotels, staff was shorter. It was enough, but it was on the shorthand you could say. So it always happened that when someone calls in

	<p>sick, the whole team had to make up for it. It wasn't easily compensated or the other thing would be that partying and going for drinks after work was quite a thing. So it happens every once in a while that people came late to work because of maybe partying too much the day before. But since everybody did it, everybody had like one good from the other person you could say. <b>So everybody was there putting in hours for someone else because they know at one point it might be me (#11)</b></p> <p>And also, I'm not sure if it makes a difference, but when there was just too much business, it was not that much of an issue for most of the people to just stay there and support the people, even though for example, I would go on break or have end of my shift. I would stay there and support the other people, having their shift, because it's just dramatically a lot of service you could say, while in the other hotel that was not the case. People would just leave. Okay, it is the end of my shift, bye. That was the a major difference. (#11)</p>
<b>Organisational Culture</b>	<p>The culture in the hotel I made my apprenticeship in was a really, really strong and really healthy one (#1)</p> <p>So some hierarchy is good, but definitely open culture , so you talk to each other. (#2)</p> <p>it's the lowest level of hierarchy you don't really have to possibility to say, no, I don't want to do it. So you go with a bit of a bad feeling service it still in the way you are supposed to (#3)</p> <p>The culture or the leadership style that was given in the F&amp;B outlets were always quite open and it was a nice atmosphere where everybody was kind of sure how to behave in a ethical questions (#3)</p> <p>And because the hotel didn't really thought about an alternative for them (#3)</p> <p>That's what I noticed, that it didn't really reach the people where it was supposed to. (#4)</p> <p>who am I to say something about it because the hierarchy is there to be followed in some sense. If it's right or not, that's a different topic. I would say it's very arguable. (#5)</p> <p>. We had grooming standards in the hotel, which were made by the company, not specifically the service department, but just in general grooming standards (#5)</p> <p>I think in that sense, I'm also quite traditional when it comes to that(#5)</p> <p>No, not really because all rules in that sense, made sense, because it was for the greater good (#5)</p>

[sharing rule breaking with management] No, that wouldn't have helped. (#6)

[different effect on rule breaking behaviour if loyal feeling towards ship] No. Well, the alcohol thing. We would have smoked the same amount and drunk the same amount. (#7)

the one job that I had, I was always working overtime. So every day, every week, and I was also complaining about that. So actually, openly, I just stood there in the back office cleaning and complaining about the overtime and saying that it is not fair and that we should at least get paid for it. (#8) , but it didn't change anything in the end (#8)

I could have investigate it further, taking the next step, approaching the one who was really responsible for it, but I didn't see the return on my effort and I somehow knew it wouldn't change anything. (#8)

I did not have the authority, because I think it's quite strict hierarchical levels within gastronomy, especially within the restaurants and I mean, it was several co-workers behaving the same, even though we knew that it was not the correct way or it's not ethically okay (#9)

. There were some unwritten rules, if you would like to say so, but it was not that everyone was maybe aware of them and had the similar ones in mind (#9)

And I think especially, because there were quite some differences in leadership styles, like the owner he was super from top to bottom autocratic. There was nothing besides that. And then you had as well younger managers who tried to give you some more autonomy and responsibility making the decision. So it was super depending on with whom you interacted and therefore there was no common rule which was applying for everyone at every time. (#9)

The hierarchy was insane. There was a plant manager. There was a top boss who was not interested in the day-to-day business. He was just the money man. Then there was the operations manager. This operations manager had a deputy. The deputy manager's chair was already being cut. (#10)

. **They didn't want the front office to be the front office, but we are the hotel team. We are the hotel and it wasn't front office versus service and service versus kitchen. It wasn't like that, everybody worked with everybody.** If the front office had a lot of check out, they would call the assistant managers. Can you help us check out for a minute, if the Kids Club was overcrowded, they would ask if someone from another

	<p>department had time to help out in the Kids Club for an hour or 2, that's how it was. And I really have to say, that was top. (#10)</p> <p>It was all super cohesive and especially not just the managers, especially the directors. (#10)</p> <p>Everyone goes in, everyone greets everyone. No one looks at you arrogantly from above, but you go in there and you immediately think wow how nice. So it's really very, very, very good. (#10)</p> <p>Management must set a good example. Management must not start having three glasses of wine in the evening, but management must be consistent. (#10)</p> <p>But I think you notice in certain restaurants when they either have a manager for too long or too short. I think you often notice when there are many changes of manager or when the restaurant manager changes too often. I think it's very noticeable (#10)</p> <p>But obviously we complied because of the position and at one point this irritation started to shift into not really respecting the person anymore, because we knew that this was not right to do of him because we knew the business within the hotel much better because we were there for longer and how even unspoken rules are handled. So that shifted into making fun of him a little bit and actually we pointed it out directly to him, but he said ,whatever, basically. So it was definitely moving very much into disrespect towards the person, because he was not accepting of basic rules that everyone has as basic values towards other people. And especially because he was not respecting the internal values of staff within that hotel. You know, these unspoken rules people have. (#11)</p> <p>Okay, he's the manager, we just do what he says" in this moment, because we were the lowest employee staff possible, so we had no position to say something, but then after a short while, we leveraged our position of being more experienced within the property. (#11)</p>
<b>Code of Conduct</b>	<p>They both are, hotel and the ship are large chains, so they had to create something like this. And <b>there are many rules, which ethic wise, you should not do, which have been followed sometimes, sometimes not rather by us or the managers.</b> I think they broke many of them, by punishing us in ways which have not been good. It has to be written down somewhere, but in some environments that doesn't make any sense because you, as a small employee cannot access it so you can never have access to show them, "Hey, you behaved in a wrong way." (#1)</p>

	<p>think we had in the introduction week, we were going through the values and all those kinds of things. And I definitely think there was something like that in it as well, which we had to look at. (#2)</p> <p>It wasn't really emphasized that much. I don't think. (#2)</p> <p><b>Definitely, if you have a manager that lives up to it and also stresses it. That definitely influences the behaviour of the people working for that manager. I guess if somebody who's higher in the hierarchy than I am lives up to something like that and integrates that into the work, yes (#2)</b></p> <p>We had the company culture, where some broader rules were set, like honesty and so on, just as hip words, without any further explanation (#3)</p> <p>I don't think there was a concrete, ethical catalog with some rules...or it wasn't really available for everybody, or no one really looked at the catalog of rules with ethical issues and so on. (#3)</p> <p>. Some rules were just set in the beginning and there were no consequences if you break the rules (#3)</p> <p>We simply had values, that's what we called them. Corporate values that were pursued. Things like transparency were also mentioned. I honestly have to say that I'm not that aware of XXX. Maybe I hadn't been working in the company long enough for that to have become clear to me somehow (#4)</p> <p>Whatever you want to call it, but you have to live it in everyday life (#4)</p> <p>There might be actually one, but it's now such a long time ago that I worked there. I don't fully remember, or maybe it was also not that clearly communicated. (#5)</p> <p>Yes, there was one on the ship. (#6)</p> <p>What is this? I have never heard of it (#7)</p> <p>I never read through what I signed. (#7)</p> <p>But if they are just thrown out by the company. If it's just thrown out there and they say, "Here, sign this. .... (#6)</p> <p>Yes, but Birgit, that's the same shit as with the make-up in XXXX, where they wanted us to put on so much make-up and that we needed this certain hairstyle and I tried for hours to</p>
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	<p>practise it at home. Then I had to buy extra make-up and they came to me and said that's not enough colour, you need more colour. Like XX, with her yellow and red colours... No, I don't want that. (#7)</p> <p>But that's an extreme example, that the company forces you to do something like that. (#6)</p> <p>Yes, especially if I had known earlier, I would never have started up there. (#7)</p> <p>I think the rules of conduct are determined by each person themselves, whether you are that kind of person or not. (#7)</p> <p>: I think it's about how and where you grew up and how you are as a person. You can't pretend to work these eight, nine, ten hours and then be a different person. (#7)</p> <p>Yes, you can't change a person. (#7)</p> <p>I could not define it. (#8)</p> <p>I'm not sure, because I think it depends on how it is implemented. So if it's something that is written and just somewhere on a sheet of paper, maybe you read it once and never look at it again. I think it would not have a really large impact (#8)</p> <p>I heard of it, but I have to say, I can't recall like properly at this moment. (#9)</p> <p>: Yes, so four companies, yes, actually all five-star houses plus one four-star plus house. (#10)</p> <p>Yes, they were completely known. It was either on the check-in day, on the first day or in the manual or a separate training (#10)</p> <p>Yes, the first and last hotel I worked for they had that. They had the little guide that you received during onboarding basically, which stated the company values. (#11)</p> <p>Yes, definitely, but I think it has to do with the standard of the hotel basically. From my experience I would say, people working in a five-star hotel, also working in departments that have guest contacts in five-star hotels, do have a certain image for themselves, how would they want to portray themselves. (#11)</p> <p>So these values that the hotel you could say requested, were values that most of the employees working in these hotels already had themselves because they were not the person to be racist or not the person to be rude to anyone or anything. (#11)</p>
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*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>I do, yes. (#12)</p> <p>I mean, of course the respect and the integrity, the teamwork, of course it does because you work as a team and you should respect each other as well as your guests, but it was not always present. It was something maybe that was also within me before starting to work. (#12)</p>
<b>Ideas for change</b>	<p>To have somebody which is kind of an advocate for you (#1)</p> <p>And even companies to even have something like, let's say a psychologist, or you have a particular mediator who can translate in a conversation between an employee and the manager, for example. (#1)</p> <p>If you have something like this, that works, because then you can discuss on a different level and you are sure that your words are going to be heard, because if you don't have that...try to convince your manager that he just did something bad. You can tell him, I didn't like what you did. And he can say, oh well, that's not my problem. And just wander away and you cannot do anything against them. (#1)</p> <p>I think main issue is that no one really understood the rule behind it (#3)</p> <p>I think it will be on the hotels and finding another solution if they don't want to serve the restaurant food ... then maybe something from room service or whatever, just find an alternative for the employees to have some dinner or whatever, something during shifts, because I think no one really understood the rule and if you don't understand, or stand behind the rule, then it's more easier to just ignore it and serve regardless of the rules. (#3)</p> <p>if you say, okay, there's a certain budget. We thought about the situation. We know that it's an issue that there is no food available during night shift and our solution is, I don't know, room service food, or something else as an alternative where you give a certain budget because we know that there is this issue and you show somehow understanding (#3)</p> <p>we really have 10 pages of rules. And I would say half of it is not understandable. So if they give a broader ethical direction where they want to go or things they don't want to see, then you can maybe more get it as part of a company's culture, that you say, we have to stick to these rules and go in that direction and your managers and supervisors they live that culture and they show how to behave (#3)</p> <p><b>I think you need a reflective and reflective contact person.</b> That is, I would need someone from the management, from the staff, who perhaps takes on a bit of a mentoring role and with whom I can address such ethical questions without</p>

	<p>immediately receiving a personal evaluation. And I would need to know that my superiors or the managers are also trained in this respect, to distinguish between the person of the employee and the tasks and abilities and the job (#4)</p> <p>. The company and the superiors give me the feeling that I can speak openly about things.(#4)</p> <p>But I just think you get a sensitivity for it through training and exercises and training. You are also given a few tips and instructions on how to behave, which you can then perhaps use in such a critical discussion and which can then simply give the employee the feeling, "Okay, I am sure about my statement. (#4)</p> <p>Of course, managers have to be able to set an example. But you should have the feeling that every employee, no matter who they are, stands up for these values towards you. (#4)</p> <p>In my opinion, if it's not on a regular basis that you break this sort of rule, it is for the benefit of the employees, because it shows a bit of appreciation, if you only get it in specific moments for earning something for your hard work, then it shows appreciation. And I think the employee needs something like that from time to time. So it's encouraging, so a code of conduct or ethics, in that sense, which would not allow it or strictly forbid it, would not be helpful in that situation. (#5)</p> <p>Well, <b>to have the higher ups trained in people's skills and that's lacking most of the time. That they can handle a situation. That they can listen to someone and don't get immediately furious with them.</b> You know, because if I'm telling you as my higher up something and you would get mad at me for saying something, then I won't come back a second time to say something. (#5)</p> <p>... You should give them more, like say "Hey, you can drink, of course you can drink, just after work, you can have your two beers then, for free". But only after all the work is done. Then we can all sit together, have a drink and a smoke. (#7)</p> <p>First of all, that and then you wouldn't drink secretly any more, because you know you'll get your glass of wine or your beer for free later anyway. And what do two beers cost for a company? It doesn't really cost anything. A glass of wine doesn't cost much for the business either.(#7)</p> <p>I think what could have an impact is <b>when you, for example, implement frequent reminders of those ethics, for example, that could be a poster that is placed in the personnal floor, or it could also be trainings that happened like quarterly where those ethics are discussed and reminded off.</b> I think something like that could work and</p>
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could also improve the situation, but just to have this written thing, I'm not so sure whether this would change anything. (#8)

I think not everybody has the same opinion or has the same awareness. I think many people are just maybe trying as well, how far they can get before somebody is telling them "Hey, this was one step too far" and **I think if you have this ethics or sort of rules from the beginning, then you know where you limits are. (#9)** I think that the managers of the different departments for sure have a huge responsibility, because for me it would mean, if my supervisor or manager is not complying with those rules, why should I. So I think they have a huge role model function in this aspect. (#9)

I think, in a proper printout, nicely listed in the handbook, if there's a handbook, if there's a guideline there and then also these are our rules and often it's written DO NOT or DO's and then that's a cool thing. (#10)

there was training on this. (#10)

I think trust plays a role. If the management acknowledges that the team wants or needs these kind of things, the hotel could make these things available towards the team. Let's say for example, a glass of wine after service or a beer, oftentimes that was taken just from the open wines without putting it into register. So basically it was stealing and taking these kind of things away, as I said, would maybe limit this team spirit. But if the hotel acknowledges that and says, "Hey, okay guys, we know that this is an important thing for you. And we would like to supply you with that. But in order for that, we need you to do this and this, or maybe we need to restrict it on somewhere else". In that way they don't take it away from the team, but they have more control over it because they do it officially and in a more controlled way. That would be one thing maybe that works. (#11)

**So I think, repetition and also just leading by example. So if something comes up, to be very transparent** to say, "okay, well, this happened" and we need to kind of get it done and we need to kind of look into it. So I think that's definitely something. (#12)

I think that corporate would make the code of conduct or the code of ethics and kind of live a certain standard, but then, which is then also kind of projected onto the hotels, but then if you have, on the other side, let's say, I don't know your CEO or your vice president of HR being accused for unethical behaviour such as sexual assault or stealing money then I think that would kind of be a **juxtaposition** between what you think you're

	<p>standing for, but in essence, you're not. And I think if you would have that and you'd see that, then you would kind of question yourself, is the morals that they're putting forward to you, why are they doing that if they can't even hold up their own morals? (#12)</p>
<b>Rule Breaking types</b>	<p>We were not allowed to eat on the ship, then during the shift. And sometimes if you just create a Tatar, for example, and you have some left in the bowl that you have to put to the dishwasher, and then you just use a small tablespoon to eat it (#1)</p> <p>sometimes you are breaking rules to get done with the workload you have to do (#1)</p> <p>in menus I just gave different wines out and told the guests that this is another wine. Just because I didn't have the time to seek for it, it didn't have the time to go down to the cellar (#1)</p> <p>Things like this, I think every waiter does that from time to time (#1)</p> <p>Sometimes there were managers, which even encouraged me to break a rule to, you know, for example, if you have the last bottle of a particular wine and it's already open, but there's no wine out. And then one table orders it and you just go there and you just open the wine in a way that they can not really see that it was open before (#1)</p> <p>on my last day of work in the hotel chain, me and my co-worker, we just took one bottle of wine out, because it was the one day before the inventory. So we just took one bottle of wine, which we both liked out the locker and just drank it together, just because we could. We both knew that it was wrong, but actually in that situation, we didn't care too much (#1)</p> <p><b>that the gastronomy is a field, which has always been employed by, let's say low-key criminals (#1)</b></p> <p>I guess there's a large amount of unethically, in the gastronomy that people don't even realize. But I think this is also a part, even though it is officially wrong, but it also brings this nice atmosphere to this whole job, this like sometimes shady environment. And this is also the reason why people go into this environment, I guess. So I really, it's not a, not a good thing, but you cannot take it away from the gastronomy it's merged together. (#1)</p> <p>And in the evening when the tip wasn't good, he would split checks and put parts of the checks on the voucher and increase the tip that way. Does that make sense? Okay, so you would void the drinks, let them out, like on the voucher and we would have a higher tip in the cashier and I, at the beginning, I didn't understand what he did, because I didn't know how the bookkeeping and everything worked. (#2)</p>

	<p>we didn't have that much of a voice to say, "okay, now this is not how you can do it". <b>And I did take the money you gave me because it was part of my share as well. (#2)</b></p> <p>. The downstairs bar wasn't equipped as well as the upstairs one. And there was a lady who ordered a Lillet-Vive. So with obviously Lillet and we didn't have Lillet downstairs and he just poured in martini Bianco. And he said, she won't notice (#2)</p> <p>So we just left out the camomile vodka. We purred vodka and the juice and then the syrup. So it tasted the same. It was just not that exact vodka, but it was pretty much the same ingredients. I don't know if that counts. I don't think that's really breaking out. It's not exactly what it said on the menu, but it is the same ingredients (#2)</p> <p>... you give them a plate of food and they say, well, this is not correct, whatever. And then you'd take it back and you bring it back out again the same way. And they go Oh now it's much better (#2)</p> <p>The easiest situation with freshly pressed orange juice. They just took the one from the can and say it is freshly pressed because there was no time to make a new freshly pressed one (#3)</p> <p>In the breakfast service it was more the case that the employees didn't really care as much as they maybe should do about how the guests experiences the behavior. (#3)</p> <p>they just said then we skip the "Kaiserschmarrn" at the buffet because it's more expensive than just giving it from the frozen one, even though we always tell and there's a label fresh and homemade Kaiserschmarrn (#3)</p> <p>They will get a plate of whatever they like, even though it's not allowed like this. So you bring them, I dunno, they don't ask for it, but you still can bring them something from the restaurant menu, whatever the kitchen has maybe left (#3) And also from the bar, if you're there on night shift, maybe they got one or another drink downstairs to the reception as well. So, you try to make it as comfortable as possible for them because you know, if you have a good relation between the FO and F&amp;B departments, you can also benefit from that. So sometimes there were some small rule breakings to support also other departments. (#3)</p> <p>I can imagine that if you don't see any other way to get attention or to be in a better position, you tend to do that (#4)</p> <p>another rule was to not have the mobile phone on your body at working hours. (#5)</p> <p>Or if there would be a wine bottle open or a champagne bottle half open, you know, that's also some sort of breaking the rule,</p>
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	<p>he would give it to me and say like, here you go, take it home, drink with your friends. Don't get caught. (#5)</p> <p>With a colleague of mine, he was <b>notoriously late</b>. I would say "no, no, he was already up here. He just needed to go to the bathroom" or something like that to cover up for him. Or I wouldn't tell if breakfast service starting at 06:15 in the morning, if a colleague was maybe still a bit tipsy from the night before or something like that. So that's obviously a big rule breaker and with being drunk at work, usually it was very, very strict..(#5)</p> <p>It was like this, you said OK, now I'm going to smoke, then the other colleague did the work and then you come back and just switch. But it's still not allowed. (#6)</p> <p>On the ship, 0.0 tolerance. 0.0 tolerance. No one complied. (#6)</p> <p>I would have said that too. Alcohol consumption, but really bad. (#7) we were so drunk at half past six in the evening that sometimes you don't remember how you stocked the restaurant at 10 o'clock (#7)</p> <p>Everything was free for the guests and because of that we also ordered what we wanted. We also ordered food. We ordered burgers. In the early service we ordered omlettes (#7)</p> <p>On the XXXX we had a cabin cleaner who got 50 euros a month and cleaned the cabin every week. No, that was not legal. Cabin cleaner is not legal. (#6)</p> <p>I always had a beer at the bar. (#7)</p> <p>No, I think it doesn't matter Interviewee 6. Either you break the rules secretly or you do not do it secretly. If your boss sees it, then you have it good with your boss. And if you're not so good with your boss, then you do it secretly. It doesn't matter if you're good or not, you're going to break them anyway. If you want to smoke, you go smoke, if you want to drink, you drink, and if you don't want to give the cutlery back.... It doesn't fucking matter. Either you do it secretly or you do it officially if you're good with your boss. (#7)</p> <p>Of course, that makes it a bit easier. (#7)</p> <p>But you see, I bought the paint. I refused to do my eyebrows and eyeshadow there. (#7)</p> <p>Yes, I think classics like when you run out of a particular sort of wine and then you just replace it with another wine and just put it in the bottle that you need (#8)</p> <p>, the one job that I had, I was always working overtime. So every day, every week, and I was also complaining about that (#8)</p>
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	<p>Yes we also drank wine after the shift but I have to say that we really, first of all, kept track of what we drank. (#8)</p> <p>If everything is booked and stuff. And then when we had an event, we always booked like 10 bottles of water additionally, or when we saw there's one bottle of wine not booked, but missing in the inventory. Then we sometimes book this on the event, for example, (#8)</p> <p>I think it starts with like smaller things when you're in a hurry and then you're maybe forgetting that there was a lactose free milk order for the coffee rather than the normal mode and you just accidentally serve the normal milk because you were just in a rush or that a fork or a knife is falling on the ground and you either ways pick it up because you believe there is no impact (#9)</p> <p>And quite often when there was a meal getting back and it was super nasty, but everyone was just under pressure, then you just took it once more out to another table. (#9)</p> <p>My working schedule once has been changed during the night, around midnight and nobody told me (#9)</p> <p>There were colleagues who added an extra 10 per cent tip to the bill for the guests, and an extra 10 per cent tip to the bill for the foreign guests who paid by card, and they did that beforehand and then again when the guest asked if there was a tip included... American guests often ask, and then they said no (#10)</p> <p>I also noticed in Zurich that guests ordered a rosé wine that ran out and they filled another rosé wine into this one bottle (#10)</p> <p>oftentimes when working, for example in the F&amp;B delivery department, just getting something from the storage to drink, while working. Opening a Fanta or a Coke Without permission, obviously and that happened quite a lot. (#11)</p> <p>I had one time when a new restaurant manager was introduced in the half-board restaurant. He was a younger, so let's say unexperienced a little bit more. And he overreacted his position as restaurant manager a lot. And I was working at the drinks buffet. So I was fixing drinks for during the restaurant service and he always demanded drinks from us, even though it was hotel policy not to have any special beverages for employees. (#11)</p> <p>if I'm in a bad mood because of personal reasons, then I would say definitely not. So if my friend is being rude to me and we had had a fight or something, then this would not influence that. <b>But if I would be mad because of work-related reasons. Maybe my boss was unfair, maybe the GM was not nice</b></p>
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	<p><b>and being condescending then that would affect my rule-breaking.</b> Definitely never towards the guests, I have to say that. They should not be feeling that, but then for example, I'm much more willing to give out things for free, which I might not do otherwise. (#11)</p> <p>the staff member told the winemaker "Okay, we're now approaching, let's say the 95th bottle", even though they had only drunken around 80 bottles. I can't remember the specifics, but roughly about 15 to 20 bottles were left of this rare vintage. And I then received a bottle of this wine to say here, take it as a thank you and then in the end, let's say a week later I found out that there was a big discussion because the winemaker didn't think that it was true that they had drunken all the bottles or maybe at least not so much, let's say 20 over, but maybe five or six or something. So, in the end I thought that was quite unethical to kind of just decide to give out the bottles to the employees, even though it was not his place to do it (#12)</p> <p>maybe I lied to guests as well, covering up, let's say a certain type of food what was not appropriate for their religion. Yet, they still ate it and I've probably also covered up if someone was late, but nothing where I would say, okay, that's really, really something that doesn't work, like stealing the tip for me. I've never done that and I've never seen anyone actively taking from my tip. (#12)</p>
<p><b>Efficiency of rule breaking</b></p>	<p>you couldn't afford the time to get this right exact right wine, for example, then sometimes you would just "okay, you know what, it takes me one second to do it like this. I just do it (#1)</p> <p>but I don't know if that's worth it in the end, because that's just much more work for the reception then again (#2)</p> <p>If you think of a system that doesn't allow what my colleague and I did, it should be efficient and should not be that much more work because that's definitely also an important part in the hotel (#2)</p> <p>.. It's about efficiency.(#2)</p> <p>I just sometimes there are situations where it's more of an effort to follow the rule, like with a drink, with the <b>Lillet</b>, and the guests would be unhappy because I would have had to go upstairs or in the basement to get another bottle and they would have waited. So, you know, it's easier to break the rule and the guest is happy. I think sometimes, especially in F&amp;B, if it's super stressful (#2)</p> <p>It is simply easier to lie to the guest (#4)</p>

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>At least with the experience I had, it was like a lot in connection with efficiency, because I believe, at least when it comes to getting the dish out to the guests or checking if the knife or the fork is properly clean, if you have the right milk in the coffee machine and stuff like that, I think you're disrespected if you're in a hurry (#5)</p>
<b>Importance of rule breaking</b>	<p>So in my point of view, eating something that would go to waste anyway, is not a rule that is important to take care of, but on the other hand, for example, stealing out of the cash box, that is the rule that I will always display, always defend (#1)</p> <p>it depends, even though it is forbidden in most of the restaurants or hotels you may work in, <b>I think that at some points it is actually acceptable since it is a small reward and sometimes those wines, which are open already, also going to go to waste after a particular time.</b> So sometimes I don't see the necessity of just go and giving it away without giving it to colleagues. So it is not the right thing, that's correct. But if I see a colleague after a hard shift, taking a glass of wine, I would never display that to a manager (#1)</p> <p>So he would know what he was doing and he would definitely go an extra mile to keep it from people. So that was, I think, the most striking (#2)</p> <p>Definitely that part and the drinking, the wines, but it was the drinking, the wines wasn't really covering up because everybody knew even the purchasing department knew that the Grauburgunder was going very, very well and the money didn't really come in, so it was part of it. Everybody knew higher management too (#2)</p> <p>putting a straw in there or making the nice garnish, but charging should be a thing where we really have to be accurate and where we cannot say, yeah, we don't have the time and in the end we <b>fraught</b> the guests or the company who is paying a lot of money for (#3)</p> <p>But I think when it comes to payments should be accurate. (#3)</p> <p>If someone else really has consequences out of that, I don't think that's the correct way (#3)</p> <p>in some small situation I would consider to break the rules if my manager asked me to do so, but in general there are also situations where it goes too far (#3)</p> <p>I think it was not the most ethical decision to have wine was the team on the expenses of the hotel after nearly every evening</p>

	<p>shifts, but we've had a nice team and if you are sitting together after a stressful shift, then it kind of happens too often (#3)</p> <p>. But then to somehow lie to the guest, that's not morally justifiable for me, but it might be common practice for some people to make it easier.(#4)</p> <p>Well, I didn't serve it. I refused to serve it because I said it was going too far. I'm involved in a lot of shit, but it's going too far for me to mix a Shiraz and a Chardonnay together and sell that to the guests from a super French rosé, I won't do that. I refused to do that, but everyone else did. (#7)</p> <p>I also refused to do it. (#6)</p> <p>For example, if it was a wine from the same wine maker and it's just a different year but it's worth the same and it's also high quality, then I would be like, it's better to still make the guest happy and do not bother him with the different wine, for example (#8)</p> <p>Yes, because as I said before, everyone in the hotel, especially apprentices, were bending rules on a regular basis. And even that was basically an unspoken rule, but everyone was making sure that it was not going over borders (#11)</p> <p>it's a trust issue as well and I mean there are always things you, where something goes missing or you do take or use something, but I think if it's such a high value it also kind of defeats the trust of the guest. (#12)</p> <p><b>but if it's at the end of the evening, you sit together and you drink. I would see the other side saying, okay, good, that's more team-building than stealing. (#12)</b></p>
<p><b>Changes of rule breakign / Ideas</b></p>	<p>I don't think so. No, because then it will be too streamlined and too strict, and then it will take away all the livelihoods, all the magic from this whole job, because you can't have those crazy people working in the gastronomy 16 hours a day sometimes. You cannot expect them to be completely streamline and doing their taxes every may (laughs). They have to compensated that with something. And if they then take a glass of wine, on the evening from my stock, if I would be the manager, then I would be more than happy if they do that, if it's nothing else. (#1)</p> <p>Yes, it is a small price to pay.(#1)</p> <p>the wage is not that high in hospitality, I think he would want to improve the money he earned.(#2)</p>



	<p>I think definitely it was about getting the money, but I'm not sure if he would have gotten more money, you would have done it, but to a certain extent, I guess yes.. If he would've gotten more money, probably. (#2)</p> <p>So if I would've gone to my manager and say, this is what he's doing, that would have been like snitching a friend. So as they were all kind of having some kinds of friendships, I think a bit more distant feeling would have helped. But of course then the work wouldn't have been as fun with him.(#2)</p> <p>it could be, but I do think that the relationships are very important in order to have a good working environment. So I would try to look for a different solution (#2)</p> <p>Maybe just a system that makes it harder to steal tips. Because I think the relationship was just, it's just very important if you work so close together, but definitely, rule breaking is easier if you're friends, and just say, come on, let's just do this. (#2)</p> <p>So maybe in the end, I mean, there's already a lot of lists and everything, but you could keep track of what vouchers you're giving out and what was given there. That would definitely be more work, but that would decrease the chances that they're being misused, (#2)</p> <p>I think that most things are quite common sense except for it's standard (#2)</p> <p>Okay. I would say, it should not include rule-breaking, but I would just say from experience that's quite difficult (#2)</p> <p>I would actually say that you identify with the work you do or you feel like you have the responsibility that it goes well (#2)</p> <p>I'm going to look through every single receipt because it's my responsibility that this fits and I loved what I was doing there. So I also was happy to work 10, 15, 16 hours a day. So, I think if you identify with what you're doing and if you feel like you're responsible for it and it's not somebody else's (#2)</p> <p>.. I wouldn't want to say that there should be more control or anything because I think that sometimes can also hurt the work environment. But yeah, feeling responsible for what you're doing, I think would help some people, but that's also a bit difficult to get, because that's quite intrinsic I would say.(#2)</p> <p>I think oftentimes with the rule breaking in F&amp;B it happens super quick, much quicker than you would think, especially if it's a stressful situation (#2)</p> <p>I think also because it's such a stressful job, sometimes people really are a close community and then they would back up each other and then they do drink together and then they do steal tips together. So I think it's just very much a community where a lot of people back each other up, which is of course, very great, very nice, and what you need in that environment, but</p>
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	<p>sometimes it can also be a bit of the downside for rule breaking then of course. (#2)</p> <p>The support combined with the team team's strengths, I would say. (#3)</p> <p>I think especially in breakfast we were always short of staff (#3)</p> <p>I think if the manager goes with a good example and says, Hey, even though we are quite stressed at the moment, we still have to keep the level of service up then that would be a good example (#3)</p> <p>And if you are in a team where you can trust each other, you also trust each other to back you up and say, for example, if you will take a wine in the breakfast service. So to say, even though it's early for wine, but just as an example.(#3)</p> <p>I think it starts with own values as the base for sticking to rules, especially when it comes to ethical rules. (#3) Then there's the company's culture where you say everybody lives up to it and so on. (#3) . If everybody in the team sticks to the rule, then you will do it as well. That counts especially for managers and supervisors (#3)</p> <p>I will stick to the rules if my colleagues do it, but I think the colleagues are most likely sticking or behaving according to the ethical rules, if the managers and supervisors show an example of how they would like to see the behavior. (#3)</p> <p>And I think that's often an ethical issue in hospitality and especially in F&amp;B, but as for most of the issues, transparency will just be the easiest way to avoid problems with that before. (#3)</p> <p>if you simply have a respectful relationship, then you only break rules in emergencies and think about breaking a rule more often (#4)</p> <p>Because most managers in this industry simply have a lot of power and can punish you..... It sounds harsh now, but they can punish you quickly for something that they think you are doing wrong or that is simply disturbing. And I would have too much respect for that, I think, that I then have to bear consequences that don't have to be, for me.(#4)</p> <p>Whatever you want to call it, but you have to live it in everyday life (#4)</p> <p>I think a catering or hotel business should do more for personal balance in the sense of simply offering opportunities and space for exchange, for personal exchange among colleagues. Maybe offer sports programmes and do it actively (#4)</p>
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	<p>But it's still not the proper way to do so, because everything that you give away is a loss in revenue and the expenses are still the same obviously. But, that was some sort of a reward (#5)</p> <p>I do think that breaking the rules from time to time and in a specific setting is bad, it's important. And that's, I think a good quality in a manager to see those situations, value them as, okay, right now I need to maybe handle it a bit differently (#5)</p> <p>It's okay to break the rules if somebody under that specific rule would be hurt mentally or physically, or if you have a guest, which is very, very complicated and you have, as I said earlier, the strict rule do not take the meal off the bill, but you know, if you don't do it, it's going to be even worse. So in that sense, just" you know what, go ahead, take it off". (#5)</p> <p>In my opinion, if it's not on a regular basis that you break this sort of rule, it is for the benefit of the employees, because it shows a bit of appreciation, (#5)</p> <p>But if they are aware of what is going on, then they can still say something as a friend maybe, or as a more relaxed manager, like, "Hey, you know, guys, how about let's go back to work and not do this or that". So I think rule-breaking in that sense, it's important that it's one whole team, not only the servers or waiters in that sense work together on our team, but it needs to be on all levels (#5)</p> <p>I think in order to create a good work place, it is important that everyone feels at ease of being there. That everybody is included, that everybody is supported as well. (#5)</p> <p>But I don't know why people drink. I don't know (#7)</p> <p>I don't think there is an exact answer to how it is. The last time I was in Andermatt, a colleague of ours opened his new restaurant. And he still drank out his two bottles of wine during the evening service. (#6)</p> <p>I think you break exactly the same number of rules, whether you have it good or not [means good relationship with leader and co-workers]. On the one hand you do it secretly or you do it officially well. (#7)</p> <p>Yes, somewhere it is a bit stupid when you are controlled. Then you feel restricted in your freedom again. Because then you think to yourself, it's shit if everything is controlled here, then you don't do your work any more. Then you don't feel like it any more. Then it's transferred to the team, the guests also notice that something is wrong and accordingly I think they can't do it. Because it would simply harm the team feeling or the hotel or restaurant if the staff then bitched at each other.(#6)</p> <p>... You should give them more, like say "Hey, you can drink, of course you can drink, just after work, you can have your two</p>
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	<p>beers then, for free". But only after all the work is done. Then we can all sit together, have a drink and a smoke. (#7)</p> <p>First of all, that and then you wouldn't drink secretly any more, because you know you'll get your glass of wine or your beer for free later anyway. And what do two beers cost for a company? It doesn't really cost anything. A glass of wine doesn't cost much for the business either. (#7)</p> <p>Yes, I think that's probably even better than when you say control. So if someone would control me all the time, I wouldn't want to do it anymore. (#7)</p> <p>Yes, everyone looks forward to the end of work because they know, as Interviewee 7 just said, that there will be a drink or two afterwards. Then you also work together more effectively as a team because you might say, "Hey, come on, if we all work quickly now, we'll finish faster, the faster we finish, the faster we can drink a beer". (#6)</p> <p>: You can train team cohesion, teamwork, but you can't train honesty in people. (#7)</p> <p>. I think the better the team bond is the more coverage I think, is in place for unethical behaviour. I think that that could be definitely a relation because as the team bond is stronger, I think they want to stick together and don't want anyone else from the outside be in both and rather maybe handle it for themselves. (#8)</p> <p>I think the next person in the authority line. So for example, if I was a Commis, I would go to my Chef de Rang, someone who is responsible, but maybe not directly responsible for this operation, you know. So <b>that I can talk to someone who is higher in the line, but is not the person who decides the thing I'm complaining about.</b> And then I think I would try to explain my thoughts and would also want to know what the other person thinks about it. And then I think I would take together with the person the next step. (#8)</p> <p>I think overtime in general is fine, even though it's often unethical and rule-breaking, and sometimes it's like 16 hours shifts and stuff like that, but I'm okay with that as long as it's fair (#8)</p> <p>First of all, I think the whole company structure, I think that has to be implemented really top down from the highest management level, that there is a structure that is well working for example, that also provides enough stuff first of all, to have all shifts covered without making too much overtime. I think that's the first thing. And then also to reduce the stress level which also relaxes the employees and enables them to act as themselves. Right? Because when you're really stressed and you're really under pressure all the time, I think this also could generate a behavior that is not you actually. So when someone</p>
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	<p>starts shouting or someone really treats you bad, mostly it's not because he wants to treat you bad, but because the circumstances are really bad and he's working or she's working way too much and stuff like that. So I think a good working structure has to be in place. And then of course, I think the leader, what we discussed before, it plays an important role. And maybe also this.... what did you say.... code of conduct, which should be reminded of in a frequent way and in an effective way. (#8)</p> <p>I think what could be very effective is that you include like a provision for it. So that you say, okay, for example, you do not even have to make that official, but just to maybe reduced the wage of like 20 euros per person. And from that you buy staff drinks for example. And you say, okay, if you can take this or that, or you can drink to the extent of this limit from the wines, for example, and just build in something like a buffer that the employees could use (#8)</p> <p>I think as well that a strong team bond can prevent actually mistakes or rule-breaking from happening, because you can rely on each other and it does not get stressful because you're working so closely together that there's always time for correct behaviour, if you would like to say so. (#9)</p> <p>And I think just having different maybe cultures or ways of thinking within one organization. I think this is one aspect one might need to consider that. I mean, for a German grown up person, it's maybe something else to behave properly, I would say in an organization then for instance, for, I don't know, even a Dutch person I think there are already huge differences. (#9)</p> <p>But it is very important that this is communicated openly and in the meantime everyone has got the message and it is good for them. (#10)</p> <p>I have just completed the course "Trainers" recently and the topic was always motivating apprentices and I believe that a lot can be transferred to young people. I say, employees up to 30 or 35 who still don't know what phase they are in, especially if there are problems at home or in the relationship and that you say to them again, "Hey, it's so nice, why did you start this work? It's a great profession and you just stick to it again and then you manage to motivate them well. (#10)</p> <p>, I think motivation comes in three parts. Motivated to come to work because you have fun at work, with your colleagues. Then motivated because you have a cool boss and because the boss is behind you. And motivated because your self-motivation is just mega big and if all that fits, then I think it's perfect (#10)</p>
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	<p>, I think if the team works well together and performs well together and also supports management through that, they get more benefits, more freedom (#11)</p> <p>So I'm not sure if I would limit these kinds of things. I think, first of all, limiting this kind of rule breaking would be extremely easy because managers or the hotel itself, they could just enforce their authority. And if people want to work there, they have to adhere to the rules. I think this could be implemented very, very easily, but on the other side, I'm not sure if it makes sense because by implementing these kinds of rules and making sure this kind of rule breaking does not happen, a lot of spirit can get taken away from a team, because the hospitality industry or working in a hotel, especially in F&amp;B departments is still a very demanding job, time-wise and workload wise, physically, and these kinds of rule-breaking that's happening, is also acting like a benefit for people or is like a little treat. Maybe even a little thank you towards the team that they get a little bit more freedom. And taking away these kinds of freedom, people would still do the work, but I'm not sure if the same spirit would still exist and the same enthusiasm from the employees would still exist. It would become more cold, actually, more like the situation in my last place of work, where people are just there for the work, then they drop everything. It doesn't matter if the guest is still there, they just hand it over to a colleague. The guest experience gets dropped in that moment, but they just do the work because they don't get any benefits anyway. (#11)</p> <p>I think trust plays a role. If the management acknowledges that the team wants or needs these kind of things, the hotel could make these things available towards the team. Let's say for example, a glass of wine after service or a beer, oftentimes that was taken just from the open wines without putting it into register. So basically it was stealing and taking these kind of things away, as I said, would maybe limit this team spirit. But if the hotel acknowledges that and says, "Hey, okay guys, we know that this is an important thing for you. And we would like to supply you with that. But in order for that, we need you to do this and this, or maybe we need to restrict it on somewhere else". In that way they don't take it away from the team, but they have more control over it because they do it officially and in a more controlled way. That would be one thing maybe that works. (#11) in that moment, the hotel is able to control the situation without forcing it on the team. And maybe the team does not see it as a restriction towards them. (#11)</p> <p>I think the recognition of the job is really important and fairness and respect plays a lot the role, because if the team is being treated that way from the hotel or from their manager, they're not willing to, I would say, as you said it before, hurt them in anyway, and are in overall better mood. So I think fairness, respect are the key factors (#11)</p>
<b>F&amp;B related factors</b>	then I just understood , how funny that work, that kind of work can be (#1)

	<p>the bonding and the teams were so strong that I just decided to stay in there (#1)</p> <p>So as they were all kind of having some kinds of friendships, I think a bit more distant feeling would have helped. But of course then the work wouldn't have been as fun with him..(#2)</p> <p>I think oftentimes with the rule breaking in F&amp;B it happens super quick, much quicker than you would think, especially if it's a stressful situation (#2)</p> <p>One thing I think is very important, especially if you talk to other colleagues from F&amp;B related departments, always is the tips story, because there are always rumors that someone has more than they were supposed to (#3)</p> <p><b>: It's a very demanding industry and especially in top gastronomy you go to your limits both emotionally, psychologically and physically (#4)</b></p> <p>both in the kitchen and in the service, is already insanely demanding and exhausting to work at such a high level all the time (#4)</p> <p>Excuse me for saying this, but I think everyone in our job knows that sometimes you just have bad days, personally bad days, and still have to put a good face on the difficult game. (#4)</p> <p>Also because of money and family reasons. Simply because it is easier with the working hours. (#6)</p> <p>, I think. The cooperation with the kitchen is so especially good. There were more sparks, that was just the way it was. (#7)</p> <p>because it was the department that I was interested in the most and where I thought I could expand my knowledge to the largest extent and I also wanted to take a new challenge. And I did my apprenticeship in a five star superior hotel, which had a one Michelin star restaurant. So the next step for me would be, still five star superior, but more stars of course, for the restaurant. (#8)</p> <p>You really have this special relationship to your guests. So their experience starts with your greeting and their experience ends with you saying goodbye. So you have this full guests journey in your hands, and you can really create a special evening or lunch or whatever for the guests, from the start to the end (#8)</p> <p>So I always enjoyed the atmosphere, the colleagues, also this kitchen service dynamic, although, it's sometimes challenging. It's always great fun. And I think in the F&amp;B department often</p>
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*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>it's the case that they are the nicest and they have a really good spirit, the people who work there. (#8)</p> <p>I was working in the service and I think there's always this difficulty between kitchen and service and that it was more like a fight between each other, rather than supporting one another (#9)</p> <p>scheduling at the restaurant was super spontaneous sometimes, and I think that they just forget about informing the people and they just assume that everybody knows (#9)</p> <p>There is simply nothing better (#10)</p> <p>I think everyone who is allowed to work in gastronomy at the moment can consider themselves lucky anyway. (#10)</p>
<b>Changees in service quality</b>	<p>I can imagine that everybody experiences that from time to time, that you cannot from various reasons not kind of provide the level of service you would like to. But never intentionally (#1)</p> <p>of course that's a bit fake then, it bothers you if you know, what you're serving is good and it's correct and the guests complaints with something that just doesn't make sense to you or all the other experts you're working with (#2)</p> <p>of course you're always friendly and it really doesn't work out anymore you would send a different colleague to take over a fresh one that knows what to expect there (#2)</p> <p>We managed to get the guests also satisfied again, by simply being open about it and communicating it's quite openly (#5)</p> <p>I think I was not that polite afterwards because I was a little pissed or disappointed by the behaviour of the guest because I just felt like it was not fair, how he is behaving and super disrespectful. I put less attention at the table, even though it was maybe the wrong way to deal with it (#9)</p> <p>I felt really unfairly treated. So I think I just had not the emotional distance to behave professionally the whole evening (#9)</p> <p>Anyway, he said he was kosher and on the third day he just terrorised the whole team. Really viciously terrorised. Then I first explained to him that he only talks to me, that I am his contact person, that I am always there from Christmas until he leaves and that he just doesn't talk to any other people in the restaurant area (#10)</p>



*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>It was a bit unpleasant for me, because I'm usually very friendly, but I was a bit more firm and objective, because when he yelled at all the staff and called them stupid (#10)</p> <p>if guests are rude, then they just get very extremely basic service, as low as you can go in a five-star property. Of course, because there is a certain standard that you just cannot go under without being rude or anything (#11)</p>
<b>Punishments and reward</b>	<p>you can call it a punishment, I have been shouted at. I have been given some unpleasant, extra tasks, but only things like ...you are polishing cutlery or the raised finger (#1)</p> <p>there was no warning or something, no written warning or something (#1)</p> <p>a reward for me was that he was really happy that we could have sold this bottle as it was but it's not an actual reward, but let's say the compliment or the thankfulness as a reward. (#1)</p> <p>Not with money or anything, but like with a good working environment, because I didn't complain and we were nice and friendly with each other. I wouldn't say like an actual reward in that case, if you count money or a better position or so, but just the rewarded with a nice working environment, because I just did what he said (#2)</p> <p>We've had a discussion about that, but it was more after shift in a friendly way than just like an official feedback or whatever situation, because actually in the restaurant or bar we were always on the friends level, I would say (#3)</p> <p>if your manager is doing the same kind of thing, then he won't punish you for doing it (#3)</p> <p>the only punishment I got for rule-breaking were just not really about ethical issues (#3)</p> <p>If everybody breaks the rules kind of in the end, it will be your managers duty to also punish you, if you break the rules and if he always breaks the rule or she, then they don't have a reason to punish you for that if they break the rules themselves. (#3)</p> <p>. And then I had a very unpleasant conversation with my supervisor about not doing that and whether I was the right person for the job. I had asked her for help beforehand. (#4)</p> <p>The consequences were a talk with the manager and the bosses of the hotel. Just because I didn't <b>oblige</b> the rule (#5)</p>

	<p>No. (#6 and 7)</p> <p>No, it wasn't negative consequences. It just didn't affect anything. It was just the same. (#8)</p> <p>So we knew that the rule was existing to be like sober at work and don't drink alcohol, but there wasn't really any consequence if you had a glass of beer during service. So it was quite inconsistent there. (#9)</p> <p>: That was resolved when I went to court. They really acted until the trial. In the end, I got off with a few days' fines because the prosecutor believed that I didn't know anything (#10)</p> <p>. In my apprenticeship there was also a tip deduction if you didn't know the open wines, for example (#10)</p> <p>that was very satisfying actually, not because we hated that person, but because the rules were respected actually (#11)</p> <p>Not personally or anything, but definitely the topic was discussed within the top level management apparently, because after that point the F&amp;B management became much more restrictive of giving out beverages, counting beverage, et cetera. In the end it became more restricting for everyone because one person overextended his movement basically (#11)</p> <p>I think it would impact the employee as well, because you then would start doing it maybe yourself more often, because you see that there are no consequences. (#12)</p> <p>No. (#12)</p>
<b>Responsability of decisions</b>	<p>Yes (#1)</p> <p>Yes, with the tip at the beginning I wasn't aware, but then I definitely was aware. And was the drink I was aware. (#2)</p> <p>I think that most things are quite common sense except for it's standard(#2)</p> <p>I would actually say that you identify with the work you do or you feel like you have the responsibility that it goes well (#2)</p> <p>? I'm going to look through every single receipt because it's my responsibility that this fits and I loved what I was doing there. So I also was happy to work 10, 15, 16 hours a day. So, I think if you identify with what you're doing and if you feel like you're responsible for it and it's not somebody else's (#2)</p>

	<p>.. I wouldn't want to say that there should be more control or anything because I think that sometimes can also hurt the work environment. But yeah, feeling responsible for what you're doing, I think would help some people, but that's also a bit difficult to get, because that's quite intrinsic I would say.(#2)</p> <p>I would say they were more aware of what they were doing. That doesn't always lead to a more ethical behavior I would say (#3)</p> <p>I think it starts with own values as the base for sticking to rules, especially when it comes to ethical rules. (#3)</p> <p>It's about developing oneself, that one gets tasks that one is up to and that one is allowed to implement these tasks on one's own responsibility (#4)</p> <p>You don't stand up for each other and you're not prepared to take responsibility for other people's mistakes. For me, that's stabbing someone in the back or simply uncooperative behaviour. (#4)</p> <p>I think I personally am someone who is very rule-loyal and I try, if I want to do better, in any way, it's through my performance and not by somehow trying to circumvent any rules so that I somehow come out better afterwards.(#4)</p> <p>Of course, you are somehow responsible yourself, but I have also often been given tasks that I didn't necessarily consider meaningful myself. So I said okay, why. And I did them anyway. And of course I tried to do them conscientiously anyway, but clearly not because I represent them or because I say OK, acting on my own responsibility I would do this and that or take on this and that task, but because they were assigned to me. And then I didn't question it either. In other words, I would say that I did not act on my own responsibility. (#4)</p> <p><b>but everyone sets ethical and moral rules for themselves,</b> and I would say that I sometimes have to expand my tolerance limit so that I do that, (#4)</p> <p>Yes, but in the end it's none of my business. I had very little to do with it. I didn't feel that comfortable with this ship. I knew I was on the ship and I'd leave after five months and then it was over.(#7)</p> <p>I thought to myself, "Oh my goodness, it doesn't really matter. Let them do it, if someone complains. Yes, if you ask me. Of course I'll give the answer. Of course. (#7)</p> <p>I think the rules of conduct are determined by each person themselves, whether you are that kind of person or not.(#7)</p>
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	<p><b>I can only say I think I have a basic construct of ethics that I stick to.</b> So in my entire life, also my social life and my private life, everything. I think I would consider my behavior in most of the cases ethical. (#8)</p> <p>I think seeing it from this perspective at the moment, obviously you need to make decisions yourself, even though you were at the super low level of hierarchy (#9)</p> <p>it was quite hard to distinguish if you're now having sort of the responsibility to act or not. (#9)</p> <p><b>I think if you have this ethics or sort of rules from the beginning, then you know where your limits are. (#9)</b></p> <p>I am a person who has been brought up at home to always tell the truth. And those are my values and taking the piss out of guests is an absolute no-go. I think it's really violent (#10)</p> <p>So a lot depends on you and then there simply has to be a management team that takes action. (#10)</p> <p>. So I think everything in any profession always stands or falls with self-motivation. Am I motivated to get up in the morning or am I nice, can't I imagine going to work and do I call and say I'm sick (#10)</p> <p>Requesting special drinks and beverages, which we fulfilled at the moment because we were just the apprentice and he was obviously the restaurant manager, but after a while we definitely talked to his superior person, which was also a more closer person because he was responsible for our learning goals, you could say. And that situation got solved in the end (#11)</p> <p>Yes, definitely, but I think it has to do with the standard of the hotel basically. From my experience I would say, people working in a five-star hotel, also working in departments that have guest contacts in five-star hotels, do have a certain image for themselves, how would they want to portray themselves. (#11)</p> <p>So these values that the hotel you could say requested, were values that most of the employees working in these hotels already had themselves because they were not the person to be racist or not the person to be rude to anyone or anything. (#11)</p> <p>It was something maybe that was also within me before starting to work. (#12)</p> <p>I think it's always the department manager. (#12)</p>
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	<p>I think everyone has to live with themselves and decide, okay, if I do this now, I have to live with the consequences. And I think one should always keep in mind that if you do something, you should keep in the consequences, but also then see, am I pulling someone else into it, who wants nothing to do with it and is it worth doing that? (#12)</p>
<b>Framing unethical behaviour pro-organisational</b>	<p>On the ship it was actually a really strong hierarchy and you're getting yelled at really, really often. Also they were working with psychologic pressure to actually show you that you are really, really deep below their heels. So you had to be, you had to become a real strong character to actually endure those things. Or have to become a really following small living, which is just following every order given to him. (#1)</p> <p>So that the manager for example said, okay, it was a really hard shift, let's all have a glass of wine together. So he gave kind of his approval that you can disobey the rule this time because you have to the official approval that you can do it. So again, the managers in most hotels I worked in have been really fair. And when they broke the rules, they offered anybody else to break it as well. So they had to break it, but on the ship it was really unfair. (#1)</p> <p>Sometimes there were managers, which even encouraged me to break a rule to, (#1)</p> <p>reward for me was that he was really happy that we could have sold this bottle as it was but it's not an actual reward, but let's say the compliment or the thankfulness as a reward. (#1)</p> <p>(#2)</p> <p>Definitely, if you have a manager that lives up to it and also stresses it. That definitely influences the behaviour of the people working for that manager. I guess if somebody who's higher in the hierarchy than I am lives up to something like that and integrates that into the work, yes- (#2)</p> <p>He just had always one colleague and one apprentice with him, but he really cared about his colleague and his apprentice always. And he always wanted the apprentice to learn all kinds of things. (#2)</p> <p>He was really great and you could talk to him about everything. He would just sometimes be a bit more laid back, I guess, for example, if you would have problems in the bar with the guests being inappropriate or something and for example, I would go to him and say, this guest said something to me, which is not okay. And he's like, okay, well then you just have to joke with them</p>

and I said no, I don't want to joke with him about this and those kinds of things. That would be one point of improvement for him, but other than that he was great(#2)

The downstairs bar wasn't equipped as well as the upstairs one. And there was a lady who ordered a Lillet-Vive. So with obviously Lillet and we didn't have Lillet downstairs and he just poured in martini Bianco. And he said, she won't notice. Like there's strawberries in there and cucumber and tonic and I served it and she ordered another one. So I mean, he was right, but still definitely it's breaking rules for my manager. (#2)

Not with money or anything, but like with a good working environment, because I didn't complain and we were nice and friendly with each other. I wouldn't say like an actual reward in that case, if you count money or a better position or so, but just the rewarded with a nice working environment(#2)

So, you know, it's easier to break the rule and the guest is happy. I think sometimes, especially in F&B, if it's super stressful, it goes so fast that you just break the rule and you pour the wrong wine and say, whatever, it's a red wine, they won't notice. (#2)

I would actually say that you identify with the work you do or you feel like you have the responsibility that it goes well, because also with the tips, my colleague always said, well, it's a huge company. They won't notice it doesn't matter.

And also with the drinking wine after shift, for example even later on the GM was there sometimes, and he would join. (#2)

(#3)

Most were quite good and they were working there for 10 years and they were like, keeping everybody together like were always there for you if you need it. If you have questions, they were doing workshops on wine knowledge and so on, everything you need to know, if you start your hotel career as an apprentice. So they really guide you and help you to grow there as well and that makes it a lot more comfortable if you really know what you're doing and serving the guests compared for example in the breakfast serves, where they just throw you in and say, Hey, these are your tables. Good luck. So that also really helps to be integrated into the team and also to work together with the colleagues. If you have a stronger team then that comes naturally to work together and to also enjoy work more. So that was the main reason. (#3)

I would say they were more aware of what they were doing. That doesn't always lead to a more ethical behavior I would say. As you, for example, look at the wine consumed after shift. That was more an evening thing, of course. And maybe also sometimes in unethical, out of the rule, extend, but for the breakfast shift, for example... The easiest situation with freshly

	<p>pressed orange juice. They just took the one from the can and say it is freshly pressed because there was no time to make a new freshly pressed one. So, I would say in the evening it was more out of shift where it might've come to unethical situations, and in the breakfast shift, it was also during shift and I would say evening shift wouldn't let the guests notice any rule breaks or anything. In the breakfast service it was more the case that the employees didn't really care as much as they maybe should do about how the guests experiences the behavior. (#3)</p> <p>It was really the example the managers set. So our breakfast manager said you don't have the time to make a fresh orange juice now, so give him just something else. And I think if the manager goes with a good example and says, Hey, even though we are quite stressed at the moment, we still have to keep the level of service up then that would be a good example. (#3)</p> <p>So I kind of took the same behaviour as the manager showed to us(#3)</p> <p>So the higher manager, I think he took really good care about the situation because at the bar the argument was, we are too busy to get behind it and at the restaurant it was already about the end of the shift and he said, okay, if you're too busy to post anything, then I will stay as long as you need me behind the bar and help you with whatever you need. So he really has a hands on mentality and then took care about solving the situation with supporting us and discussing the issue(#3)</p> <p>if your manager is doing the same kind of thing, then he won't punish you for doing it. So the only punishment I got for rule-breaking were just not really about ethical issues. (#3)</p> <p>The culture or the leadership style that was given in the F&amp;B outlets were always quite open and it was a nice atmosphere where everybody was kind of sure how to behave in a ethical questions(#3)</p> <p>Yes, in some small situation I would consider to break the rules if my manager asked me to do so, but in general there are also situations where it goes too far. (#3)</p> <p>Especially at the reception we had some things where I really disagreed with what the managers were asking me for(#3)</p> <p>. And if you have the feeling of this transparency then you are... I think that that was the case for everybody in the hotel... Everybody was okay. (#3)</p> <p>(#4)</p> <p>I think positive criticism is also very important (#4)</p> <p>It's about developing oneself, that one gets tasks that one is up to and that one is allowed to implement these tasks on one's</p>
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	<p>own responsibility. And then again you get both positive and negative feedback ...That's the perspective from the superiors. (#4)</p> <p>if I get along with my colleagues and co-workers, if I get along well with them in my private life, and if we have a respectful relationship, then I am more willing to break the rules in a positive way than somehow at the expense of my colleagues. (#4)</p> <p>a manager should be a role model... A positive role model, of course. But he can also be a negative role model if he reflects it well(#4)</p> <p>Then being a role model in the sense of I cooperate, I also take on tasks, I try to support my team, even if it is perhaps below my abilities or I feel too good for it. You should still say "OK, I am there for my employees". It is also self-confidence that the leader should have and when there are insecurities, that you can simply deal with them well. Respect for oneself, but also, of course, for the staff. (#4)</p> <p>when he breaks the rules to gain an advantage, then it triggers negative emotions in me, because then I get the feeling that he is very distant from his employees, if he thinks more about himself and his career, his goals, his personal well-being than about that of his employees. But if the manager were to break the rules in my favour.... Let's say I don't feel so good that day and he sends me home and says yes, you're supposed to be working, but it's okay. Or says you'll take an extra half hour break. And I realise ok, he's responding to me. He notices okay, I'm not doing well, or he can assess me well and tries to support me and help me, then of course it's a very positive feeling and then I trust my supervisor much more. (#4)</p> <p>And then I had a very unpleasant conversation with my supervisor about not doing that and whether I was the right person for the job. I had asked her for help beforehand. (#4)</p> <p>of course the atmosphere in the team was tense because of that, because you always had the feeling that if you didn't please her, you would only be at a greater disadvantage later on. So of course you tried to do everything right for your superior, which was sometimes at the expense of the team atmosphere. In general, you just didn't enjoy your work when you always got negative criticism and you could try as hard as you wanted, but you just didn't get any recognition. (#4)</p> <p>if you simply have a respectful relationship, then you only break rules in emergencies and think about breaking a rule more often. But if you don't trust your colleagues and superiors anyway, and if you don't really like the person anyway, or if you are uncertain about the extent to which there is trust or you can't be sure, and respect is also lacking...., let's drop it now, or I don't feel like it anyway, I'm going home or whatever. Then you at least interpret the boundaries more broadly than you should. (#4)</p>
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	<p>Because most managers in this industry simply have a lot of power and can punish you..... It sounds harsh now, but they can punish you quickly for something that they think you are doing wrong or that is simply disturbing. And I would have too much respect for that, I think, that I then have to bear consequences that don't have to be, for me. (#4)</p> <p>OK, acting on my own responsibility I would do this and that or take on this and that task, but because they were assigned to me. And then I didn't question it either(#4)</p> <p>(#5)</p> <p>I worked there only for three months and then I was out again, because I did not like any of the managers or the other employees. And it was just, everybody was stressed and pissed the whole time. (#5)</p> <p>So you were not allowed to talk to the chefs if somebody had a special wish you were not allowed to interrupt or talk to the manager who was supposed to be there for you during work hours if you had maybe trouble with some guests and needed to switch tables (#5)</p> <p>So you really wanted to work there and the manager was always approachable. (#5)</p> <p>And it turned out that the manager didn't understand my situation that I was in when we had the talk. So afterwards it was like, no, it's fine. (#5)</p> <p>Or if there would be a wine bottle open or a champagne bottle half open, you know, that's also some sort of breaking the rule, he would give it to me and say like, here you go, take it home, drink with your friends. Don't get caught. (#5)</p> <p>I do think that breaking the rules from time to time and in a specific setting is bad, it's important. And that's, I think a good quality in a manager to see those situations, value them as, okay, right now I need to maybe handle it a bit differently (#5)</p> <p>And I think that's a trait that a manager does need and good listening skills. Properly listening or organizing is also important because everything can be handled if it's properly(#5)</p> <p>I do believe that if a team does things together, they only grow together. So in that sense what we had maybe with a wines as well after a stressful evening, the manager would give each of us a glass and say "today was a great Workday, thank you very much for your help". And then we will all cheers together and have a glass of wine</p> <p>No, never, no. This was also not allowed,. This was strictly forbidden. If you were caught, then you were gone. There was</p>
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	<p>really, really strict. No sort of appreciation was shown, no "great job" (#5)</p> <p>I think it's always important that the manager is part of the team, because if it's only a team on the bottom and then the manager feels like they're something way better and way up high and don't know what's going on on the work... I think that's a problem. That's a big problem. But if they are aware of what is going on, then they can still say something as a friend maybe, or as a more relaxed manager, like, "Hey, you know, guys, how about let's go back to work and not do this or that". So I think rule-breaking in that sense, it's important that it's one whole team, not only the servers or waiters in that sense work together on our team, but it needs to be on all levels. (#5)</p> <p>to have the higher ups trained in people's skills and that's lacking most of the time. That they can handle a situation. That they can listen to someone and don't get immediately furious with them. You know, because if I'm telling you as my higher up something and you would get mad at me for saying something, then I won't come back a second time to say something. (#5)</p> <p>Interviewee 7</p> <p>Either you break the rules secretly or you do not do it secretly. If your boss sees it, then you have it good with your boss. And if you're not so good with your boss, then you do it secretly. It doesn't matter if you're good or not, you're going to break them anyway. If you want to smoke, you go smoke, if you want to drink, you drink, and if you don't want to give the cutlery back.... It doesn't fucking matter. Either you do it secretly or you do it officially if you're good with your boss. (#7)</p> <p>I think you break exactly the same number of rules, whether you have it good or not [means good relationship with leader and co-workers. On the one hand you do it secretly or you do it officially well. (#7)</p> <p>Interviewee 8</p> <p>No, because I kind of understood that it was not the decision of my direct manager and he was the one who was in charge of us and we had a really good team spirit, and we were like standing and falling together (#8)</p> <p>I was still motivated, because it was a great team and a great manager, and we have this common goal that we work for every day. So I think if this wouldn't have been the case, if the team wouldn't have been so great, I probably would have taken other measures, but since it was overall, it was fine. (#8)</p> <p>a large extent, actually. I think, the leader's behaviour is one of the main determinant for how the employees behave. I think</p>
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this is a really, really important and critical role that the leader has because when you're a good leader, I think employees follow you and they kind of also imitate your behaviour. They act like you do. So I think when you're a leader and you're accepted and your employees follow you and you behave ethical, your employees would do that as well. And if you have a strong value structure in place, I think your employees would like to stick to those values and those ethics. But when you're a strong leader who is behaving unethical, all your employees would think it's okay because they respect you and they follow you. So they would expect this unethical behaviours is okay and they would do that as well. So I think the leader can have really great impact in a company. (#8)

I think this also could generate a behaviour that is not you actually. So when someone starts shouting or someone really treats you bad, mostly it's not because he wants to treat you bad, but because the circumstances are really bad and he's working or she's working way too much and stuff like that. So I think a good working structure has to be in place. And then of course, I think the leader, what we discussed before, it plays an important role (#8)

Interviewee 9

he tried to just keep everyone calm and tried that the tables around are not getting too involved as well, and that it's not getting too messy. (#9)

He was still quite relaxed and tried to not get his stress on others around him because I think that would be just working against him. And I know that afterwards there was quite a large discussion with the person being involved or who was responsible basically that the dish with the nuts were served to the guest having the allergy. But I believe he was super fair at this point because it was somebody still learning. You could not give all the responsibility to him because obviously he's not yet there (#9)

It was like a super generous and fair leader. Some of us even called him the father for the restaurant, because he was taking care of everyone and especially protecting the younger ones and from the kitchen, because quite often kitchen tried to intimidate the younger ones in service to show them that they're the ones with the higher managerial level or more power. And then he was always "okay guys, it's not working like this and if there are any difficulty you tell me and I will make sure that the service is going well (#9)

Working with him, it was really like a family working together and he always emphasized that it's really about supporting each

other to get to that common goal of having a successful service for instance. And I think, especially because he lived by what he preached basically .... really getting into the different parts of the restaurant and taking the dirty dishes back as well and really being present, he was an example for everybody else to live by his example, basically. His assistant wasn't that of a family member, I would say, or not like the head of the family. That was always different. When the restaurant manager, like the so-called father, was there, I think service was finished earlier because everybody supported each other to be finished because, he was also giving compliments in the end or saying "Everyone gets a glass of wine because the service was so successful". So there was really an appreciation you felt as employee (#9)

there was a huge rush in the evening during service and everything needed to go super fast and he was just screaming that the dishes need to go out. And usually there's this rule existing within the restaurant that once a plate is being served or outside in the restaurant and it's getting back, we don't serve it anymore. Even though the guests did not touch it or there was no contamination. But it's just that it was out, it's not hot anymore, you get rid of it, or the manager is eating it or you leave it for after service, but it's not any more for the guest. And quite often when there was a meal getting back and it was super nasty, but everyone was just under pressure, then you just took it once more out to another table (#9)

I think it's, for sure on one hand the encouragement whether your supervisor or manager is approachable or if you know, that he's going from zero to 100 in a moment if you just criticise something (#9)

he apologized with me that the schedule has been changed and that there was such a mess and that he was screaming at me and promise that something like this will not happen in the future, but obviously it did (#9)

he advised me or asked me if in future times, if something similar like this happening, that I'm as well approaching him, that he is able to solve the situation or get with a new perspective to the table. (#9)

Interviewee 10

but when the manager who is responsible for the accounts says that you apparently didn't work well, that's also questionable. There were a lot of interpersonal deficits (#10)

	<p>Management must set a good example (#10)</p> <p>he overreacted his position as restaurant manager a lot. (#11)</p> <p>So that shifted into making fun of him a little bit and actually we pointed it out directly to him, but he said ,whatever, basically. So it was definitely moving very much into disrespect towards the person, because he was not accepting of basic rules that everyone has as basic values towards other people. And especially because he was not respecting the internal values of staff within that hotel. (#11)</p> <p>limiting this kind of rule breaking would be extremely easy because managers or the hotel itself, they could just enforce their authority (#11)</p> <p>but on the other side, I'm not sure if it makes sense because by implementing these kinds of rules and making sure this kind of rule breaking does not happen, a lot of spirit can get taken away from a team, (#11)</p> <p>Maybe my boss was unfair, maybe the GM was not nice and being condescending then that would affect my rule-breaking. (#12)</p> <p>because if the team is being treated that way from the hotel or from their manager, they're not willing to, I would say, as you said it before, hurt them in anyway, and are in overall better mood (#12)</p> <p>So if it would be your manager and he or she would bring a bad vibe into the team, then I think it would enhance rule breaking, but if it is let`s say a single employee that is a waiter or a bar man or woman then I don't think it would have too much consequences. (#12)</p>
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**App 6.17: Colour coding #2 (Themes)****Blue:** Influence Leadership**Green:** Influence Co-Workers**Yellow:** influence Organisational Culture**Red:** reasons of rule breaking**Orange:** F&B related factors**Purple:** consequences and responsibilities

Sub-Area	Coding
Leadership	<p>a really strong hierarchy, working with psychologic pressure, they're actively mistreating you and giving you tasks just to put you in a different place, sometimes punishing the whole team just because you did something wrong, <b>they can do that because there's nobody who can limit them or who is watching their style (#1)</b></p> <p>This builds trust and helps to connecting a team if there are clear rules that everybody has to follow (#1) when they broke the rules, they offered anybody else to break it as well (#1)</p> <p><b>most of the managers should apply to the rules as much as possible since they have to lead by example (#1)</b></p> <p>I think it would <b>be quite difficult to in a lower position</b> to just go there.(#2). Quite uncomfortable, but also a bit difficult because he was my boss, so I didn't say anything.(#2)</p> <p>the breakfast supervisor changed like six or seven times.... it was not as such a strong team as the evening crew (#3)</p> <p>they really guide you and help you to grow there as well and that makes it a lot more comfortable (#3)</p> <p>it's <b>the lowest level of hierarchy you don't really have to possibility</b> to say, no, I don't want to do it (#3)</p> <p>you just didn't enjoy your work when you always got negative criticism and you could try as hard as you wanted, but you just didn't get any recognition.(#4)</p> <p>I don't think I would dare to actually bring it up with a colleague who is above me. (#4)</p> <p>Because most managers in this industry simply have a lot of power and can punish you [...]for something that they think [...] is simply disturbing (#4)</p> <p><b>who am I to say something about it because the hierarchy is there to be followed (#5)</b> But with that manager, I was actually close friends (#5) <b>it's the hierarchy thing and the manager is always the higher up . They can get you in trouble (#5)</b></p>

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p><b>he was taking care of everyone (#9)</b> especially because he lived by what he preached basically [...] he was an example for everybody else to live by his example, basically (#9) So there was really an appreciation you felt as employee (#9)</p> <p><b>obviously, we complied because of the position (#11)</b></p>
Bad leadership and its consequences	<p>It makes you feel unworthy because it gives you the impression that you are less worthy (#1)</p> <p>You can tell him, I didn't like what you did. And he can say, oh well, that's not my problem. And just wander away and you cannot do anything against them. (#1)</p> <p>when he breaks the rules to gain an advantage, then it triggers negative emotions in me (#4)</p> <p>If you have the feeling that you have to prove yourself to your manager, you often do it at the expense of your colleagues.(#4)</p> <p><b>this irritation started to shift into not really respecting the person anymore, because we knew that this was not right to do of him (#11)</b></p> <p><b>I think that you lose the trust over time (#12)</b> if it would be your manager and he or she would bring a bad vibe into the team, then I think it would enhance rule breaking (#12)</p>
Leadership solutions, what a good leader needs to do or how to behave	<p><b>if you have a manager that lives up to it and also stresses it. That definitely influences the behaviour of the people working for that manager (#2)</b></p> <p>somebody who also <b>listens</b> to the concerns of the colleagues, the coworkers.(#2)</p> <p>So just a very <b>open atmosphere</b> (#2), he really cared about his colleague (#2)</p> <p>if the manager goes with a good example and says, Hey, even though we are quite stressed at the moment, we still have to keep the level of service up then that would be a good example (#3)</p> <p>I think positive criticism is also very important. (#4) a manager should be a role model (#4) You should still say "OK, I am there for my employees" (#4)</p> <p><b>Properly listening</b> or organizing is also important because everything can be handled if it's properly communicated, organized and listened to. (#5) that the manager also shows sometimes it's okay to break the rules. Sometimes it's not (#5).</p> <p>A lot. Great influence I find (#6)</p> <p><b>I think, the leader's behaviour is one of the main determinants for how the employees behave. I think this is a really, really important, and critical role that the leader</b></p>

	<p><b>has because when you're a good leader, I think employees follow you and they kind of also imitate your behaviour (#8)</b></p> <p>Management must set a good example (#10)</p> <p>the leader kind of has to lead and set an example (#12)</p>
OPINION SAYING LEADERSHIP DOES NOT INFLUENCE IT	<p><b>No, I think it doesn't matter Interviewee 6. Either you break the rules secretly or you do not do it secretly. If your boss sees it, then you have it good with your boss. And if you're not so good with your boss, then you do it secretly (#6)</b></p>
Leaders working together with the team (AS A TEAM)	<p>I would say recognition in what I need. That is very important as a basis for being able to develop further. If you only get negative criticism... At some point you lose your motivation (#4)</p> <p>I think it's always important that the manager is part of the team, because if it's only a team on the bottom and then the manager feels like they're something way better and way up high and don't know what's going on at the work... I think that's a problem. That's a big problem (#5)</p> <p>So you really wanted to work there and the manager was always approachable. (#5)</p> <p>I would say there were less rules broken and with the restaurant manager rather than with this assistant, (#9) Working with him, it was really like a family working together and he always emphasized that it's really about supporting each other to get to that common goal of having a successful service for instance. (#9)</p> <p>What problem each person had with the other and then it was discussed openly and afterwards everything was really great. (#10)</p>
Co-workers	<p>good team, then you can rely on each of the other ones and you know that they will catch you if you fall, they will step in if you need their help (#1)</p> <p>I would say the influence of the teams is quite high (#3)</p> <p><b>if you are simply not supported by your co-workers and superiors, then, as I said, you can no longer withstand the pressure. (#4)</b></p> <p><b>I didn't really like it in the beginning because you don't feel like part of a team because you're only there from time to time and not the whole time (#5)</b></p> <p>So that was good because it was then a real team, we worked all together, we helped each other out and it was just a very, very</p>



*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>nice work environment to be there because everybody was supportive (#5) Then I would more cover up for the person because obviously I like them and I care for them (#5)</p> <p>we had a really good team spirit, and we were like standing and falling together (#8) <b>I think the better the team bond is the more coverage I think, is in place for unethical behaviour. (#8)</b></p> <p>I think so. I think with the ones being comfortable with, I would have rather broken the rules (#9)</p> <p>Yes, I went directly to the responsible bosses and in the beginning they ignored me a bit [...]it is clear that it has almost gone in the direction of bullying (#10)</p> <p>They had basically the same ideas of what they want and what everything should be like. And everybody put in a lot of hours and effort and more often it became like a family kind of thing. So the bonds were quite strong (#11)</p> <p><b>I think it was based on cultural differences actually (#11)</b></p> <p><b>So everybody was there putting in hours for someone else because they know at one point it might be me (#11)</b></p>
Co-worker solutions	<p><b>the most important quality, I guess, is just showing that you are willing to help and that you are willing to support the whole system (#1)</b> So this is a good, an important quality, being proactive in my opinion. And that leads to the fact that trust is created. And the trust leads to the fact that the whole team is having a good, healthy culture, where nobody has to fear about getting in a weird situation, because you have one or two colleagues, which will always help you. (#1)</p> <p>but I really just enjoy work a lot if it works, like if everybody's doing their job properly, I think that also adds to having fun because you get things done and, you know, you're doing good at your job. (#2)</p> <p><b>If you have a stronger team then that comes naturally to work together and to also enjoy work more (#3)</b></p> <p>That you always try to motivate each other positively, even when it's difficult, that you are honest with each other, that you don't stab each other in the back (#4)</p> <p><b>I do believe that if a team does things together, they only grow together.[...] the manager would give each of us a</b></p>

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p><b>glass and say "today was a great Workday, thank you very much for your help". (#5)</b></p>
Organisational Culture	<p>I think main issue is that no one really understood the rule behind it (#3) I think no one really understood the rule and if you don't understand, or stand behind the rule, then it's more easier to just ignore it and serve regardless of the rules. (#3)</p> <p>That's what I noticed that it didn't really reach the people where it was supposed to. (#4)</p> <p>who am I to say something about it because the hierarchy is there to be followed (#5) No, not really because all rules in that sense, made sense, because it was for the greater good (#5)</p> <p>that's the same shit as with the make-up [...] and that we needed this certain hairstyle [...]. Then I had to buy extra make-up and they came to me and said that's not enough colour, you need more colour. (#7)</p> <p>I just stood there in the back office cleaning and complaining about the overtime and saying that it is not fair and that we should at least get paid for it. (#8) , but it didn't change anything in the end (#8)</p> <p>there were quite some differences in leadership styles (#9)</p> <p><b>They didn't want the front office to be the front office, but we are the hotel team. We are the hotel and it wasn't front office versus service and service versus kitchen. It wasn't like that, everybody worked with everybody (#10)</b> It was all super cohesive and especially not just the managers, especially the directors.(#10)</p>
Code of Conduct	<p><b>there are many rules, which ethic wise, you should not do, which have been followed sometimes, sometimes not rather by us or the managers (#1)</b> in some environments that doesn't make any sense because you, as a small employee cannot access it so you can never have access to show them, "Hey, you behaved in a wrong way." (#1)</p> <p>It wasn't really emphasized that much. I don't think. (#2)</p> <p>We had the company culture, where some broader rules were set, like honesty and so on, just as hip words, without any further explanation (#3) or it wasn't really available for everybody, or no one really looked at the catalog of rules with ethical issues and so on. (#3)</p> <p>I don't fully remember, or maybe it was also not that clearly communicated. (#5)</p> <p>Yes, there was one on the ship. (#6)</p>

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>What is this? I have never heard of it (#7)</p> <p>I could not define it. (#8) if it's something that is written and just somewhere on a sheet of paper, maybe you read it once and never look at it again. I think it would not have a really large impact (#8)</p> <p>I heard of it, but I have to say, I can't recall like properly at this moment. (#9)</p> <p>Yes, they were completely known. It was either on the check-in day, on the first day or in the manual or a separate training (#10)</p>
Solution for Organisational culture, especially with a code of ethics	<p><b>So some hierarchy is good, but definitely open culture , so you talk to each other. (#2)</b></p> <p><b>if you have a manager that lives up to it and also stresses it. That definitely influences the behaviour of the people working for that manager. I guess if somebody who's higher in the hierarchy than I am lives up to something like that and integrates that into the work, yes (#2)</b></p> <p>we really have 10 pages of rules. And I would say half of it is not understandable.[...] get it as part of a company's culture, that you say, we have to stick to these rules [...]and your managers and supervisors they live that culture and they show how to behave (#3)</p> <p><b>I think you need a reflective and reflective contact person (#4)</b> The company and the superiors give me the feeling that I can speak openly about things.(#4)</p> <p><b>to have the higher ups trained in people's skills and that's lacking most of the time. That they can handle a situation. That they can listen to someone and don't get immediately furious with them. (#5)</b></p> <p>[would a code of conduct help ]</p> <p>Yes, definitely, but I think it has to do with the standard of the hotel basically (#11)</p> <p>To have somebody which is kind of an advocate for you [...] I let's say a psychologist, or you have a particular mediator who can translate in a conversation between an employee and the manager, for example. (#1)</p> <p>when you, for example, implement frequent reminders of those ethics, for example, that could be a poster that is placed in the personnal floor, or it could also be trainings that happened like quarterly where those ethics are discussed and reminded off (#8)</p> <p>I think that the managers of the different departments for sure have a huge responsibility, because for me it would mean, if my supervisor or manager is not complying with those rules, why should I. So I think they have a huge role model function in this aspect. (#9)</p>

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>I think, in a proper printout, nicely listed in the handbook (#10) there was training on this. (#10)</p> <p><b>So I think, repetition and also just leading by example. So if something comes up, to be very transparent (#12)</b></p>
Rules broken, which are not considered as "important" or "unethical"	<p>So that the manager for example said, okay, it was a really hard shift, let's all have a glass of wine together (#1)</p> <p>eating something that would go to waste anyway, is not a rule that is important to take care of (#1)</p> <p>sometimes you are breaking rules to get done with the workload you have to do (#1)</p> <p>sometimes there were some small rule breakings to support also other departments. (#3)</p> <p>it was not the most ethical decision to have wine was the team on the expenses of the hotel [...] but we've had a nice team [...] and after a stressful shift, then it kind of happens too often (#3)</p> <p>I drank with my boss. (#6)</p> <p>So in case we had an event [...] always booked a little bit of water more, [...] didn't harm anyone actually (#8)</p> <p>then he acted towards giving this as a benefit to really bend the rules for the team. (#11) (about drinking wine after shift)</p> <p>said "No, guys, come on, we'll help out together", then I might work half an hour longer, but then the work is done and you don't have to sit or stand here for another hour and do it (#4)</p> <p><b>the manager would give each of us a glass and say "today was a great Workday, thank you very much for your help". (#5)</b></p> <p>he was also giving compliments in the end or saying "Everyone gets a glass of wine because the service was so successful" (#9)</p> <p>stuff like that happens, I would say, even though it's not nice, but it is as well here, I think about supporting each other. (#9)</p>
Rules broken, which are considered unethical	<p><b>I refused to serve it because I said it was going too far. I'm involved in a lot of shit, but it's going too far for me (#7)</b></p> <p>stealing out of the cash box, that is the rule that I will always display, always defend (#1)</p> <p><b>And I did take the money you gave me because it was part of my share as well. (#2)</b></p> <p>But I think when it comes to payments should be accurate. (#3)</p> <p><b>But if I would be mad because of work-related reasons. Maybe my boss was unfair, maybe the GM was not nice and</b></p>

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<b>being condescending then that would affect my rule-breaking. (#11)</b>
Reasons for rule breaking	<p>you couldn't afford the time to get this right exact right wine (#1)</p> <p>It's about efficiency.(#2)</p> <p>It is simply easier to lie to the guest (#4)</p> <p>At least with the experience I had, it was like a lot in connection with efficiency (#5)</p>
Solutions	<p>In my opinion, if it's not on a regular basis [...], it is for the benefit of the employees [...], if you only get it in specific moments for earning something for your hard work, then it shows appreciation. And I think the employee needs something like that from time to time. So it's encouraging, so a code of conduct or ethics, in that sense, which would not allow it or strictly forbid it, would not be helpful in that situation. (#5)</p> <p>You should give them more, like say "Hey, you can drink, of course you can drink, just after work, you can have your two beers then, for free". But only after all the work is done. Then we can all sit together, have a drink and a smoke. (#7)</p> <p>First of all, that and then you wouldn't drink secretly any more, because you know you'll get your glass of wine or your beer for free later anyway. And what do two beers cost for a company? It doesn't really cost anything. A glass of wine doesn't cost much for the business either.(#7)</p> <p>I think trust plays a role. If the management acknowledges that the team wants or needs these kind of things,[...] if the hotel acknowledges that and says, "Hey, okay guys, we know that this is an important thing for you. And we would like to supply you with that. But in order for that, we need you to do this and this, or maybe we need to restrict it on somewhere else". In that way they don't take it away from the team, but they have more control over it because they do it officially and in a more controlled way. That would be one thing maybe that works. (#11)</p> <p>I think the recognition of the job is really important and fairness and respect plays a lot the role, because if the team is being treated that way from the hotel or from their manager, they're not willing to, I would say, as you said it before, hurt them in anyway, and are in overall better mood. So I think fairness, respect are the key factors (#11)</p> <p><b>the gastronomy is a field, which has always been employed by, let's say low-key criminals (#1).</b> there's a large amount of unethically, in the gastronomy that people don't even realize. [...] even though it is officially wrong, but it also brings this nice atmosphere to this whole job [...] this is also the reason why people go into this environment, [...],it is not a good thing, but you cannot take it away from the gastronomy it's merged together.(#1)</p>

	<p><b>I think that at some points it is actually acceptable since it is a small reward and sometimes those wines, which are open already, also going to go to waste after a particular time (#1)</b> They have to compensated that with something. And if they then take a glass of wine, on the evening from my stock, if I would be the manager, then I would be more than happy if they do that, if it's nothing else. (#1)</p> <p>the wage is not that high in hospitality, I think he would want to improve the money he earned.(#2) I do think that the relationships are very important in order to have a good working environment. So I would try to look for a different solution (#2)</p> <p>I would actually say that you identify with the work you do or you feel like you have the responsibility that it goes well (#2) I wouldn't want to say that there should be more control or anything because I think that sometimes can also hurt the work environment (#2)</p> <p>I think it starts with own values as the base for sticking to rules, especially when it comes to ethical rules. (#3) Then there's the company's culture where you say everybody lives up to it and so on. (#3) . If everybody in the team sticks to the rule, then you will do it as well. That counts especially for managers and supervisors (#3) I will stick to the rules if my colleagues do it, but I think the colleagues are most likely sticking or behaving according to the ethical rules, if the managers and supervisors show an example of how they would like to see the behavior. (#3) [...]transparency will just be the easiest way to avoid problems with that before. (#3)</p> <p>should do more for personal balance in the sense of simply offering opportunities and space for exchange, for personal exchange among colleagues. Maybe offer sports programmes and do it actively (#4)</p> <p>I think in order to create a good work place, it is important that everyone feels at ease of being there. That everybody is included, that everybody is supported as well. (#5)</p> <p>somewhere it is a bit stupid when you are controlled. Then you feel restricted in your freedom again. Because then you think to yourself, it's shit if everything is controlled here, then you don't do your work any more (#6)</p> <p><b>that I can talk to someone who is higher in the line, but is not the person who decides the thing I'm complaining about. (#8)</b></p> <p>also to reduce the stress level which also relaxes the employees and enables them to act as themselves (#8) So I think a good working structure has to be in place. And then of course, I think the leader, what we discussed before, it plays an important role (#8)</p>
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*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

	<p>I think as well that a strong team bond can prevent actually mistakes or rule-breaking from happening, because you can rely on each other and it does not get stressful because you're working so closely together (#9)</p> <p>I think if the team works well together and performs well together and also supports management through that, they get more benefits, more freedom (#11)</p> <p><b>but if it's at the end of the evening, you sit together and you drink. I would see the other side saying, okay, good, that's more team-building than stealing. (#12)</b></p>
Characteristics	<b>It's a very demanding industry and especially in top gastronomy you go to your limits both emotionally, psychologically and physically (#4)</b>
Rewards of rule breaking	<p>like with a good working environment, because I didn't complain and we were nice and friendly with each other. (#2)</p> <p>[TEAMBONDING IN GENERAL]</p> <p>that was very satisfying actually, not because we hated that person, but because the rules were respected actually (#11)</p>
Responsibility of decisions	<p>I think it starts with own values as the base for sticking to rules, especially when it comes to ethical rules. (#3)</p> <p><b>but everyone sets ethical and moral rules for themselves (#4)</b></p> <p>I think the rules of conduct are determined by each person themselves, whether you are that kind of person or not.(#7)</p> <p><b>I can only say I think I have a basic construct of ethics that I stick to. (#8)</b></p> <p><b>I think if you have this ethics or sort of rules from the beginning, then you know where you limits are. (#9)</b></p> <p>So a lot depends on you and then there simply has to be a management team that takes action.(#10)</p> <p>these values that the hotel you could say requested, were values that most of the employees working in these hotels already had themselves (#11)</p> <p>think everyone has to live with themselves and decide (#12)</p>

### App 6.18: Established Statements

Words used a lot /issues	Interviewees agreeing
--------------------------	-----------------------

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

Hierarchy to speak up to manager	(#2, #3, #4, #11, #12)
Listening skills and being approachable	(#1, #2, #4, #5, #10, #12)
Leader has great influence in employee behaviour (be a role model)	(#1, #2, #3, #4, #6, #8, #9, #10, #12)
Drinking wine after shift helps the team spirit	(#3, #5, #6, #7, #9, #11, #3, #12)
I don't think that good team bonding only happens because of drinking together (#10)	
Drinking wine after shift in not unethical rule breaking	(#1, #5, #11, #9, 2 also did it , #3)
Covering up mistakes for friends /good colleagues	(#2, #3, #5, #8, #9
#7 thinks you cover up for everyone, #1 too	
Not more control	(#2, #6, #7
Ethical values are intrinsic and already established in a person	(#2, #3, #7, #8, #9, #10, #11)
Good relationships between co-workers enhances unethical rule breaking	(#2, #3, #4, #5, #6, #7, #8, #9, #11)



### **App 7: Interventions**

<b>Intervention</b>	<b>How</b>	<b>Why</b>	<b>Stakeholder</b>	<b>Resistance</b>
Create the change team	HR manager with F&B manager and GM to create a team which develops the LDP	A diverse team helps to get a broader perspective on the matter	HR manager, GM, F&B manager	F&B manager, because might not see necessity
Create LDP	Change team creates the detailed plan, by consulting with external experts and hotel specific board of directors/ owners.  The plan will be tailored to the company	It is important that the LDP supports the values of the company, which leads to integrity of leader and management	HR manager, external experts, manager, board of directors, GM	F&B manager if not understanding the specific actions  Board of directors, if they think LDP is not aligned with company values
LDP coach	The hotel hires a suitable coach or will make a contract with a coaching company specialised in leadership	It is important that experts work with the F&B leaders. The benefits of external are the constant expertise, also F&B leaders might feel more secure when anonym	HR manager	HR manager, depending on decision if externally or internally
LDP implementation	The LDP will start with one F&B service leader only. The leader will get the specific trainings and coaching to improve the skills required.	The trial LDP allows the change team to react quickly to errors in the plan. Moreover, they are able to get immediate feedback of the leader	Coach, Change team, F&B leader	F&B leader since he/she might feel offended and not accepting the opportunity. (can be solved by asking for a volunteer)
LDP implementation for all F&B service departments as a standard for the hotel	HR of hotel will be in charge of follow through with LDP, either with internal employee or consultancy firm	To constantly improving ethical behaviour and thus support hotel's success	GM, HR, (consultancy firm) F&B service leaders F&B manager	F&B leaders, if not willing to participate  F&B manager if not willing to plan extra time in schedules

## App 8: Assessment & feedback form approved Proposal

### *LYCar Proposal Grading Rubric*

**U.1.1** (Version LYCar 2020; 16 February, 2021)

Student Name: Birgit Plöchl

LYCar Coach: Ms Huynh

Student Number: 671029

Primary PLO: 10

Date Submitted: 08.02.2021

Secondary PLO(s): 6

*Note: All boxes with red border to be filled by student*

<b>Preconditions (required for assessment)</b>	<b>Yes</b>	<b>No</b>	<b>Comments</b>
<b>Checks content and completeness</b>			
<b>Executive Summary</b> is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading &amp; Writing Guide)</b>			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. <b>5.000 words</b> (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented



***Check (technical) formalities and submissions***

Ephorus upload



LYCar Proposal incl. Appendices are uploaded in Osiris



***Ethics and data management***

Ethical, integrity and data management requirements



***Entitled to assessment? (All yes above required):***



*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Pass, different perspectives were taken into account. Links between underlying issues within case have been made.	
Assessor Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	Great lit.review, able to make the indept connections between the different topics.	

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Pass, theories and models are identified and adapted to case Evaluation and impact are mentioned and planned out.	
Assessor Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	<div style="border: 1px solid black; padding: 5px;">                     It is very clear planned out how the models are identified and adapted to the case.                 </div>	

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Pass, data has been analysed (digital tools were missing, colour coding used) systematic approach for data collection	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Although the process is very clear, hte way how the analysis and the evaluation of the data is presented does not do right to the indept of the research.	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
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4.1 Communication to audience making use of professional (business) English

Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.

Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.

Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:	Excellent	<input type="checkbox"/>
	Pass	<input checked="" type="checkbox"/>
	Not Yet	<input type="checkbox"/>
Assessor Feedback:	Excellent	<input type="checkbox"/>
	Pass	<input checked="" type="checkbox"/>
	Not Yet	<input type="checkbox"/>

Pass

*LYCar Execution Report*  
*Unethical Rule breaking in F&B service departments of five-star hotels*

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student  
Feedback:

Excellent

☐

Pass

☒

Not Yet

☐

Pass, because plan developed. Goals demonstrated



Assessor  
Feedback:

Excellent

☐

Pass

☒

Not Yet

☐

Goals are demonstrated, however the concrete plan of how to execute it not yet clear.

## Overall Assessor Feedback

## LYCar Proposal Outcome

Excellent

☒

All qualitative criteria awarded a "Pass" and at least two qualitative criteria awarded a "Excellent"

Pass

☐

All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.

No Go

☐

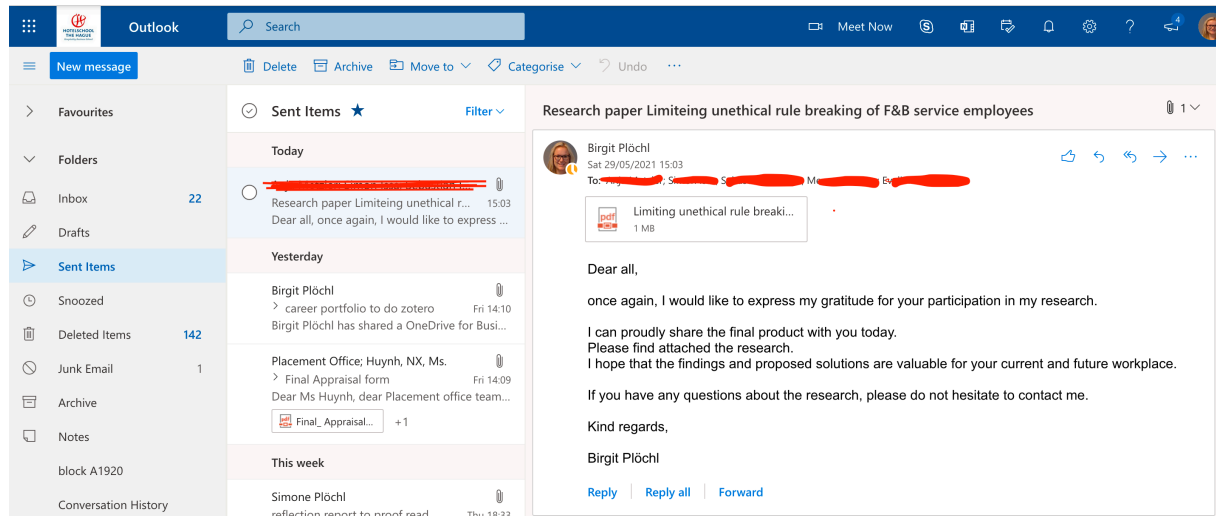
One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.

Pre-Condition NY

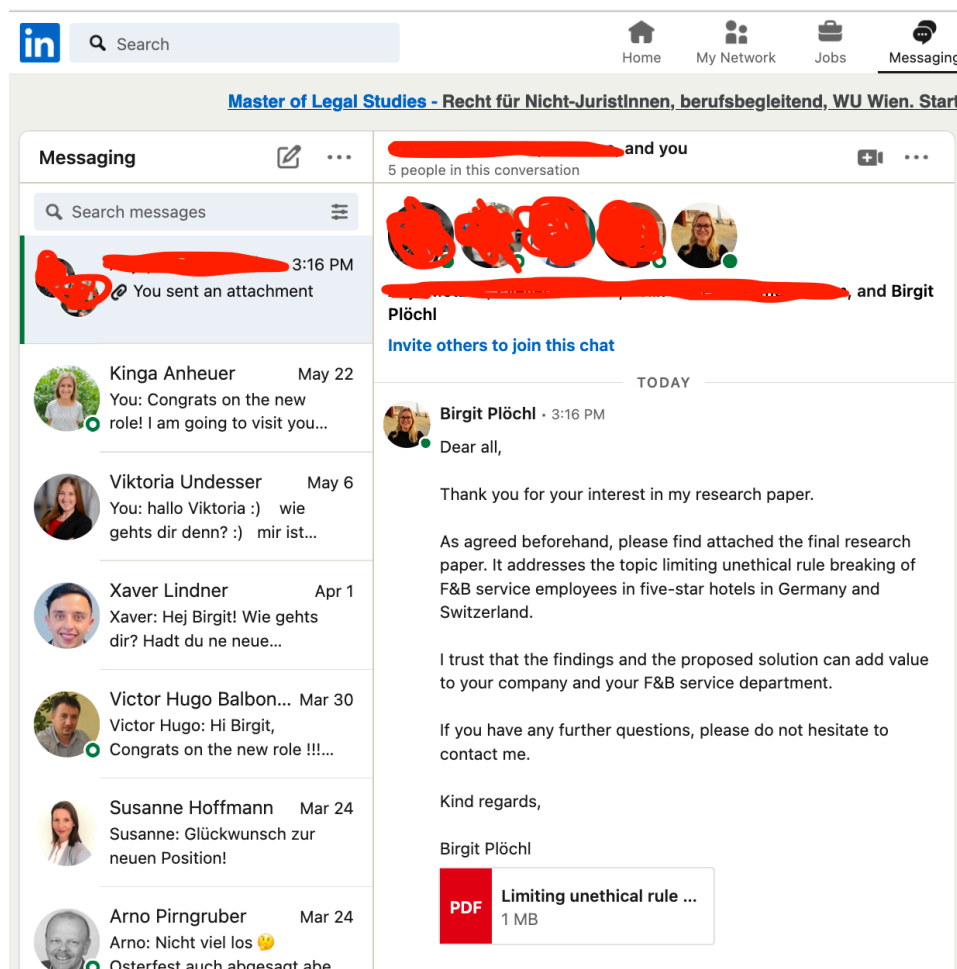
☐

Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

## App 9: Dissemination Email Participants



## App 10: Dissemination Email and LinkedIn



## App 11: Client Deliverable



## 11. Proof of Wordcount

The screenshot shows the Microsoft Word interface with a document titled "text including Zotero!". The ribbon is set to the "Review" tab. A "Word Count" pop-up window is displayed in the center, showing the following statistics:

Statistics:	
Pages	38
Words	10.696
Characters (no spaces)	58.401
Characters (with spaces)	68.778
Paragraphs	570
Lines	1.561

Below the statistics, there is a checkbox labeled "Include footnotes and endnotes" which is checked. A "Close" button is located at the bottom right of the pop-up window.

The status bar at the bottom of the window indicates "Page 9 of 355", "10696 of 134669 words", and "English (United Kingdom)".

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