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CAN TRAINING RESTAURANT SERVERS ON MANAGING CUSTOMER
HARASSMENT INFLUENCE TURNOVER INTENTIONS?

by

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A Thesis Submitted to Partial Fulfillment
of the Requirements for a Degree with Honors
(Business Management)

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The University of Maine

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ABSTRACT

This pilot study seeks to answer if customer harassment training can influence server's turnover intentions. My research question was formed from the lack of literature surrounding customer-perpetrated sexual harassment. The articles that do address this phenomenon explain the disruptions it causes in the workplace along with the detrimental effects it has on the employees. Through this research I came up with the question: Can training restaurant servers on managing customer harassment influence turnover intentions? This was a mixed-method study that included five semi-structured interviews and a questionnaire. The women I interviewed dealt with customer sexual harassment either daily or weekly which exhausted them emotionally. The five women dealt with this type of customer behavior informally. Furthermore, the participants of this study spoke of the importance of management involvement in an organization. The participants (36) in the questionnaire discussed that workplace policy is helpful, more so than training. Management involvement and workplace policy that addresses customer perpetrated harassment were found to be the two most important factors in limiting employee turnover intentions as well as keeping employees happy.

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CHAPTER ONE

INTRODUCTION

Literature Review

Introduction

My research into the restaurant industry originated from my personal working experience and the lack of research in regards to customer harassment in the industry. Having worked in the restaurant business for 4 + years, I have observed and experienced dysfunctional customer behavior, specifically sexual harassment. Not only does it disturb the restaurant atmosphere, but it also creates an uncomfortable environment for the employees and customers. Numerous students work in the restaurant business, and the majority of these students are servers (part and full time). Service jobs are predominantly done by youth workers which also makes them more vulnerable to this type of behavior. “Occupations within the restaurant industry are organized in a distinctive manner. When we eat out in restaurants, the people greeting us with friendly smiles at the door, taking our food orders and accommodating our special requests...are largely youth workers” (Matulewicz, 2015, p. 411). During my literature review, I noticed that there was a notable lack of customer perpetrated harassment research. Reflecting on my past experience, I had observed the detrimental effects of it, so I started asking, what can restaurants do to help servers manage customer dysfunctional behavior? Human Resource Theory says training is often helpful. “The research on training clearly shows two things: (a) training works and (b) the way training is designed, delivered, and implemented

matters” (Salas, Tannenbaum, Kraiger & Smith-Jentsch, 2012, p. 74). This theory motivated me to conduct a pilot study. In this paper, I will illustrate why I believe this is pertinent research, along with why I believe that if the action were to be taken to help servers manage dysfunctional customer behavior, it would not only benefit the server but the organization as well. Therefore, my two hypotheses for this research are, H1: Customer dysfunctional behavior is positively related to server turnover intentions and H2: Server training influences (moderates) customer dysfunctional behavior and server turnover intentions.

Sexual Harassment

Customer sexual harassment is a prevailing issue in the restaurant industry, it not only causes major dysfunctions within the organization but also results in de-motivated servers who are often ready to quit jobs (Walsh, 2011). It is a conundrum to the research world since not much research has been done in regards to customer perpetrated harassment. “A review of the literature revealed that there is little research on sexual harassment in the hospitality industry, particularly related to the restaurant industry” (Agrusa, Coats, Meche, Tanner, and Weber, 2002, p. 77). Managers in the service industry are trying to grapple with this issue and decipher how to diminish the effects of it because it is pushing away their employees. The Equal Employment Opportunity Commission (EEOC) website states that “Harassment becomes unlawful where 1) enduring the offensive conduct becomes a condition of continuous employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive” (“Harassment”, n.d.). The EEOC

defines sexual harassment as, "...unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature" ("Sexual Harassment", n.d.). Researchers and professionals claim that the primary issue with sexual harassment is that a lot of service workers and managers are not definite on what constitutes sexual harassment (Agrusa, Coats, Meche, Tanner and Weber, 2002). In a study done by Good and Cooper (2016) they, "...define sexual harassment from customers simply as 'unwanted sexual attention' that employees experience from customers" (Good and Cooper, 2016, p. 448).

Sexual Harassment Impact on Server Staff Emotions

Madupalli and Poddar's (2012) study found that "...problematic customer behaviors drain customer service employees emotionally. Emotional exhaustion is negatively related to job satisfaction, and subsequently, employees' turnover intentions" (p. 551). Hiring and training new employees is not only extremely expensive but also lengthy. Madupalli and Poddar (2012) argue that any customer service organization cannot continue to provide good service if they cannot regulate their employees' turnover rates. Losing efficient and experienced workers has a damaging and everlasting impact on the organization as a whole. Although there isn't much research in regards to customer sexual harassment, the research that has been done does reveal the negative effects of it. The literature and studies that cover customer sexual harassment highlight the saying "the customer is always right" as a common theme between all research papers. Matulewicz (2015) argues that the saying the customer is always right gives the customer an underlying type of power. This well-known saying is instilled in the customer service

industry, allowing the customer to hold an authoritative position over the server. The studies also go into detail on how the mantra affects the server's performance, emotional well-being, job satisfaction and how it overall increases their quitting intentions. Furthermore, "The service role by its very nature places employees in a vulnerable position because their primary task is to satisfy the customer's wishes" (Yagil, 2008, p. 150). Yagil (2008) argues that uncivil customer behavior is heightened by the saying "the customer is always right". This motto encourages incivility because it makes customers believe they hold power and that service staff should provide them with everything they want or ask (Yagil, 2008). Yagil (2008) also states that the way the service industry is set up further elucidates the "power" the customer has over the server.

Good and Cooper (2016) demonstrated in their study how the problematic environment of the service industry refrains employees from reporting sexual harassment incidents which results in informal coping methods. Their study supports "...that the social norms of retail and hospitality do indeed make it difficult for employees to define harassment and to enforce personal boundaries in relationships with customers" (Good and Cooper, 2016, p. 464). The service industry is arranged in such a way that regular and sexual interactions between customers and servers become intertwined (Matulewicz, 2015).

In a study done by Huebner (2008), she explains that "Waitresses define and experience sexual harassment as it is commonly understood but feel trapped by work culture and expectations to stop these behaviors" (Huebner, 2008, p. 82). In addition to feeling trapped, servers also feel powerless essentially like a servant (Hall, 1993). Hall (1993) explains that servers being treated like servants by customers cause a notable

number of issues to arise. This also leads to customers believing they possess control over the server. In Hall's (1993) qualitative study, he found that "Both male and female servers disliked and openly resisted such subordination, but resistance was easier when waiters could use their superior gender status..." (p. 465).

In a study done by Fisk and Neville (2011), they found that customers' uncivil behavior had harmful effects on the servers. The participants of Fisk and Neville's (2011) study disclosed that they felt feelings of burnout and dehumanization when interacting and dealing with hostile customers. Moreover, Fisk and Neville (2011) found that management was not very involved nor concerned in these situations and the participants felt neglected by them. If management did take action it was after the fact and it was taken very lightly and jokingly. "...participants' experiences suggest that a customer is always right philosophy continues to loom large in the service industry. Many respondents reported that their organizations frequently - if not - always conceded to customer demands" (Fisk and Neville, 2011, p. 402). Yagil (2008) states that "Rude and threatening customer behaviors have a negative effect on employee mood and generate reactions of intimidation, anger, and depression. Moreover, exposure to sustained customer misbehavior is linked to effects that last beyond the occurrence itself" (p. 146). This further illustrates the type of culture that the service industry encompasses.

Before one can try to comprehend customer perpetrated harassment in the service industry, they need to understand the way the organization is built. The service industry is assembled in a way that "allows" for a certain type of behavior to exist (Matulewicz, 2016). This is where it is difficult for many service employees to draw the line between acceptable and not acceptable behavior. A myriad of factors come into play when making

such a decision, such as, the type of restaurant, the culture of that restaurant, the managers' involvement, training, experience, etc. "...a work culture that tolerates and sometimes encourages sexual access to servers but also because waitresses experience little or no job security and therefore have little power or control over their work conditions" (Huebner, 2008, p. 82). One of the most prominent factors is money, in other words, the tip. Matulewicz (2015) explains that although customers possess a certain type of power, they don't necessarily have the power to fire an employee. But customers can and do exercise their dominance through tips (Matulewicz, 2015). Tipping is the main way that a majority of servers in most restaurants make their money.

"The 'power' customers derive from the practice of tipping is integrally connected to how women workers are experiencing sexual interactions with customers as part of their job. Tips are a form of institutionalized quid pro quo built into the doing of work in restaurants that encourage workers to engage in sexual labor and put up with sexual interactions from customers" (Matulewicz, 2015, p. 410).

The practice of tipping and the culture behind it is quite complex. The customer that is tipping is essentially holding the server's income, which in turn asserts power over them. This can dramatically influence behavior and attitude. A server might feel uncomfortable or want to respond to an unfriendly customer differently, but their tip might decrease by a tremendous percentage if they choose to address the situation. This creates an unequal form of power, which creates an avenue for this type of behavior and tolerance. Fine et al. (1999) argues that "Salespeople should be trained to convey the impression that not one customer controls the salesperson's job outcomes" (p. 29).

A study done by Walsh (2011) found that uncivil and unfriendly behavior left servers in a confused state, unsure of how to handle the situation or if it was a type of situation they should take control over and illustrate to the customer that their hostile

behavior will not be tolerated. He furthermore discussed that this type of behavior had a direct effect on employees' role ambiguity and emotional state. He summarized that it left servers feeling emotionally drained and wanting to separate themselves from the situation. This study also illustrated that "...perceived customer unfriendliness had an indirect and direct impact on employees' job satisfaction which in turn affects quitting intentions" (Walsh, 2011, p. 73). Working in the service industry can be extremely exasperating, from dealing with uncivil customer behavior to customer complaints and customer needs. It takes a toll on someone's emotional state and has a plethora of negative side effects (Walsh, 2011).

Uncivil customer behavior has a myriad of negative effects on the server such as "...job stress, job dissatisfaction, emotional exhaustion and ultimately, the intention to quit" (Walsh, 2011, p. 69). Walsh (2011) debates that servers' quitting intentions can be persuaded equally by both employees and customers. He recommends that managers invest money into some form of training that will teach service staff essential and helpful skills on how to deal with destructive customers and how to respond to a situation like this (Walsh, 2011). The EEOC reinforces this by stating that,

"Prevention is the best tool to eliminate harassment in the workplace. Employers are encouraged to take appropriate steps to prevent and correct unlawful harassment. They should clearly communicate to employees that unwelcome harassing conduct will not be tolerated. They can do this by establishing an effective complaint or grievance process, providing anti-harassment training to their managers and employees, and taking immediate and appropriate action when an employee complains" ("Harassment", n.d.).

Server Staff Coping Mechanisms

In a study done by Morganson and Major (2014), they found that servers use retaliation as a way to cope with customer sexual harassment (Morganson and Major, 2014). Customer harassment affects the server emotionally, which in turn results in job dissatisfaction and turnover intentions. Many servers are unaware and not trained on how to deal with customer harassment. This results in different coping strategies that don't always help or even work. Furthermore, customer sexual harassment has been proven to cause major issues, concerning one's, "...psychological distress, job-related emotional exhaustion, the stress in general, health satisfaction, mental health, and intent to leave an organization..." (Morganson and Major, 2014, p. 84). In a qualitative study done by Matulewicz (2016), women servers were interviewed and asked about their serving experiences. She found that all women servers dealt with some type of customer harassment and their response to the harassment was similar. They dealt with it "...by shrugging and laughing it off, going along with it, quitting, and sometimes talking back" (Matulewicz, 2016, p. 143). Not one woman server that she interviewed complained to a manager about the situation. In her study Matulewicz (2016) noted that a majority of the time servers don't even title their encounters as sexual harassment because it is difficult to differentiate and because it has, in a sense, become a normal part of the job, it is part of the organization. Matulewicz (2016) highlighted how she found out that workers have a difficult time doing their job, by providing good service and trying to react to any sexual harassment behavior. It is a gray area that one is unsure of how to decipher what is sexual harassment or just flirty behavior. One wants to provide good service, but where does a customer cross the line? And how can one do their job while also responding to this

behavior in a polite manner, since they are supposed to be providing “good customer service”?

One way that service employees can control their emotions through deep acting and surface acting. “Surface acting entails modifying behaviors by suppressing or faking expressions” (Brotheridge & Lee, 2002; Grandey, 2000, p. 403). But invariably having to manage your emotions when serving hostile customers will result in exhaustion (Dickter, Grandey, and Sin, 2004). A majority of servers identified the feelings of burnout as one outcome that service employees experience due to the style of the job (Dickter, Grandey, and Sin, 2004). “In service work, employees are often required to be happy and friendly, even under demanding job conditions” (Fisk and Neville, 2011, p. 394). Fisk and Neville (2011) note the fact that many service employees try to control their emotions, also known as emotion regulation. This can cause a great deal of harm to the individual if done for long periods of time. It can ultimately lead to feelings of exhaustion, burnout and heightens one’s intention to quit. Many servers take part in surface acting as a way to cope with harassing customers but use other coping strategies as well, “...waitstaff employees reported a range of coping strategies used to deal with entitled customers. Many dealt with negative feelings toward entitled customers by managing their own emotions, particularly through response-focused regulation (i.e., surface acting)...” (Fisk and Neville, 2011, p. 402).

In a study done by Agrusa, Coats, Meche, Tanner, and Weber (2002), they found that both male and female servers strongly believed that certain instances that would be categorized as sexual harassment in other fields are not treated in the same manner in the restaurant industry.

“Because a waitress cannot take her job for granted, she is more vulnerable to sexual harassment and more powerless to stop it. While clearly acknowledging the existence and persistence of sexual harassment, waitresses may be less likely than those in more secure employment to confront sexually harassing behaviors because they are more afraid of losing their jobs” (Huebner, 2008, p. 81).

Furthermore, the restaurant industry is framed in a way that distorts one’s understanding of what compromises sexual harassment in the organization and how to confront those types of behavior (Brunner, 2014). Hall (1993) argues that the flirting that is being exchanged between the customer and server can at times include harassment behavior. This further demonstrates that addressing what is acceptable and what is not can be very difficult. This type of behavior can occur and is prevalent in any type of restaurant (Hall, 1993).

Unfortunately, servers’ responses to this type of behavior vary drastically, but they do “...share common features, influenced by the norms and working conditions of the retail and hospitality context. Formal complaints are constrained because harassment by customers is considered a routine or regular part of the work in these contexts and employees feel responsible for managing incidents of harassment themselves” (Good and Cooper, 2016, p. 449). After interviewing university students that worked in customer service jobs, Good and Cooper (2014) found that the interviewees were confused about the rights they had at work. When dealing with customer-perpetrated sexual harassment the interviewees were not sure how to react or what to do. “This was because they are confused about the line between their job requirements and rights, particularly given their expectations that good customer service required them to be friendly and approachable to customers, to treat customers as individuals and develop personal relationships” (Good and Cooper, 2014, p. 308). This confusion also stemmed from “...their lack of

understanding about its [sexual harassment] definition and what could be considered ‘inappropriate’ in the workplace” (Good and Cooper, 2014, p. 308). Good and Cooper (2016) did find cases where employees complained to their employer, but with no formal policy in place and not much insight on how to handle this issue by both employer and employee, any type of action rarely followed the complaint. The execution of any response does also heavily depends on the manager as well.

Some managers are reluctant to act upon a customer perpetrated harassment incident for various reasons, such as the lack of formal policy, the severity of the incident, and because of the status customers carry (Good and Cooper, 2016). Good and Cooper (2014) highlight the importance of creating sexual harassment policies that include customers in them. Furthermore, they emphasize that the policies should include a grievance process that employees can follow if events like so occur (Good and Cooper, 2014). “Additional training for employees is necessary to ensure they are aware of their workplace rights and the process of making a complaint. Managers also need to be made aware and trained about their responsibilities to their employees and the steps they can take to prevent sexual harassment from customers” (Good and Cooper, 2014, p. 313).

In the research that has been conducted in regard to sexual harassment, it has been proven by multiple researchers that it has detrimental effects. They have conclusively proved that it causes “...psychological and physical harm to those targeted, and can lower job satisfaction, wellbeing in the workplace and work performance” (Gettman and Gelfand, 2007; Morganson, 2008; Nielsen and Einarsen, 2012; Good and Cooper, 2016, p. 448). “Prior research showed that sexual harassment by customers is a widespread and serious problem for service workers. However, some of the service

workers may be unwilling to report this problem to their managers because customers are important for them and for the interests of the organization” (Lu-Ming and Yue-Min, 2015, p. 570). In addition, employees are not trained on how to respond to these situations. A majority of responses, “...are likely to be informal, temporary and targeted at the particular and immediate situation, which may provide the individual with some satisfaction but unable to address the system problem, for example through changing policy or practice” (Good and Cooper, 2016, p. 449).

Walsh (2011) argues that wait staff that have been exposed to this type of behavior before can use their past experience to manage their emotions when introduced to hostile customers. Walsh (2011) also added that any form of training would be helpful in a situation like this as well. This demonstrates that prior training and experience play an important role in how servers react and respond to hostile customers. Walsh (2011) also highlights the importance of keeping employee turnover intentions low. Losing important and experienced employees can be and is very costly to any organization. Having to hire new staff and retrain them is an expensive and time-consuming process.

In a study done by Harris and Reynolds (2003), they found that experience does play an extensive and vital role in dealing with dysfunctional customers. They presented that wait staff that had been serving for a longer period of time had become almost immune and unbothered by this type of behavior. They did demonstrate that customer dysfunctional behavior had some effect on them, but not as strong of an effect as it did have on youth or inexperienced workers (Harris and Reynolds, 2003). They also found that these types of situations led to servers' surface acting and putting on a “show” in hopes of ameliorating the customer’s aggressive and hostile behavior.

Harris and Reynolds (2003),

“...also uncovered what is labeled domino effects, wherein dysfunctional customer behavior has a knock-on effect on the conduct of other customers who witness incidences of such behavior. Such effects were manifested in two forms. These were (a) the collective expression of sympathy toward the frontline employee who has been a victim of “unreasonable” customer behavior and (b) the contagion of dysfunctional customer behavior by witnesses of the customers’ behavior, particularly vociferous or illegitimate complaining” (Harris and Reynolds, 2003, p. 153).

Fisk and Neville (2011) suggested that “...providing support to employees who interact with entitled customers may provide the first line of defense against the stress-related toll encounters with these customers can take” (Fisk and Neville, 2011, 401). Yagil (2008) argues that “When there is no organization policy or training on which to rely for guidance, the ability to deal with a customer’s unacceptable behavior is further diminished” (p. 145). Good and Cooper (2016) disclose in their study that employees may be unsure of what rights’ they do possess in their workplace, as well as any policies that might be in place in regards to customer hostile and sexual harassment behavior and what action to take. Dickter, Grandey, and Sin (2004) recommended in their study for managers to “...provide employees with training in emotion regulation for responding to customers who are not always right” (p. 414). Managers have a variety of roles and one of them is to assure that their employees feel safe and free when they’re at work (Dickter, Grandey, and Sin, 2004).

The literature review helped inform me that there is an issue within the restaurant industry in regards to customer perpetrated harassment that is not being addressed. With this information I was able to come up with my two hypotheses in hopes of finding ways

to tackle this issue. The methodology approach that was used for this study will be analyzed below.

CHAPTER TWO

RESEARCH METHODS

To test my two hypotheses, H1: Customer dysfunctional behavior is positively related to server turnover intentions, H2: Server training influences (moderates) customer dysfunctional behavior and server turnover intentions, I conducted a mixed-method study. I distributed a survey through the University of Maine g-mail and conducted five semi-structured interviews. For the qualitative portion of my study, I administered five semi-structured interviews using the snowball method with five University of Maine students that have or are currently serving in restaurants. The interviews took approximately 15-20 minutes at a location that was comfortable for both parties.

“Snowball sampling is common in qualitative research and involves identifying participants suited to the study, who then find other participants” (Waudby and Poulston, 2017, p. 487). The snowball sampling method was used because it is “...particularly suitable for research of ‘sensitive’ topics such as responses to customer-perpetrated sexual harassment, where it is difficult to identify a relevant population” (Good and Cooper, 2016, p. 454). Waudby and Poulston (2017) also state that this technique is appropriate for this study because the people who chose to participate “...were comfortable discussing harassment and sexual behaviors at work” (p. 487).

For the quantitative part of my study, I used random sampling within the University of Maine. This method is convenient and allows for a wider sample as it is more volunteer-based. To set up my questionnaire, I used a website called qualtrics. Qualtrics is an online software that allows researchers to collect data and evaluate it. I

created my 20 question survey using qualtrics, which allowed me to distribute it online to others. This portion of my study used a 2-week period. I then distributed the survey through the University of Maine g-mail a second time, 7 months later. The questionnaire stayed open for a 2-week period again. This study does have limitations that will be further explained later on in the paper.

Participants

Qualitative Study

To select participants for the qualitative portion of my study, I used snowball sampling. I first contacted through text message a friend that I knew worked and had worked in the restaurant industry. She then pointed me to another friend whom I texted as well. The other three participants were contacted via text message and through verbal communication in class. All five interviewees are University of Maine students and over the age of 18. In the message that I sent, I informed the participants of the study, gave a summary of the questions and of the fact that the interview would be recorded. Once the participant agreed to do the interview, we set up a time and place that was convenient for me and the interviewee.

Before each interview, I supplied each interviewee with an informed consent form (See Appendix A) for them to sign. The interviews were scheduled for 15-20 minutes each, but most interviews didn't take longer than 15 minutes. All five participants were female and were currently or had previously worked in the restaurant industry. All five interviewees' participation was voluntary and they were given the option to not answer a question that made them uncomfortable. All five participants answered all 9 questions

(See Appendix B). Each participant was given a number from 1 to 5 to protect their identity. The name of their workplace will also not be revealed and will be described using one of these terms, Fast Casual, Cafe, Ethnic, and Pubs.

Quantitative Study

The questionnaire participants were selected randomly and their participation was completely voluntary. To attract people to take my questionnaire, I had my committee members send an email with a summary to their students (See Appendix C) of what my study entailed, along with the questionnaire link (See Appendix D). I also had another committee member announce it during class time to each one of his classes. As stated above, each participant had the option to skip a question that made them uncomfortable or they wished to not answer. I received 45 responses, but only 26 responses were usable. Because the sample (26 responses) was so small, I decided to send my questionnaire out a second time. The completion period for the questionnaire this time was 2 weeks long and in those 2 weeks, I was able to get 10 more usable responses. Overall, I was able to collect 36 usable responses.

Data Analysis

Qualitative Data Analysis: Constant Comparative Analysis

To analyze the interview data that I collected, I first transcribed the recordings. The interview data were collected between March 6th through March 8th of 2019. During my transcription of each interview, I highlighted aspects that I believed were important

and relevant to my study. I then began highlighting themes and elements that were present in all five interview transcriptions.

I used the Constant Comparative Method (CCM) which is a component of the Grounded Theory Method (GTM). “Grounded Theory was developed by Barney Glaser and Anselm Strauss who believed that theory could emerge through qualitative data analysis” (Strauss & Corbin, 1990; Kolb, 2012, p. 83). This theory allows the researcher to use various stages of collecting, sharpening and classifying the data (Strauss & Corbin; Kolb, 2012). Essentially GTM allows us to observe real-life scenarios and determine if any theories could emerge from them. Glaser (1965) explains that the aim of the constant comparative method is to help produce a theory through the usage of specific coding and analytical processes. The process begins by comparing the first interview that the researcher conducts. “At the start of the research, the comparison is conducted within one interview. In the process of open coding, every passage of the interview is studied to determine what exactly has been said and to label each passage with an adequate code. By comparing different parts of the interview, the consistency of the interview as a whole is examined” (Boeijie, 2002, p. 395). This comparison is done in order to establish categories so they can be marked with the most suitable codes. This allows the researcher to “...to formulate the core message of the interview with the codes that are attached to it and to understand the interview including any difficulties, highlights, and inconsistencies” (Boeijie, 2002, p. 395).

Boeijie (2002) explains that once the researcher has conducted another interview then both interviews are compared to each other. Boeijie (2002) further explains that in many cases, certain codes can be joined with other codes which in turn can generate a

pattern. Using the Constant Comparative Method provides the researcher with the advantage of starting with raw data and through coding determine if a theme could emerge from it. (Glaser & Strauss; Kolb, 2012).

Rationale for Question Selection

My research question was “Can training restaurant servers on managing customer harassment influence turnover intentions?” With this question, I came up with my two hypotheses which are, H1: Customer dysfunctional behavior is positively related to server turnover intentions and H2: Server training influences (moderates) customer dysfunctional behavior and server turnover Intentions. The five semi-structured interviews that I conducted helped inform and structure my questionnaire.

My interview questions were selected by reading multiple qualitative studies in regards to harassment in the service industry (Hall, 1993; Giuffre & Williams, 1994; Harris & Reynolds, 2003; Grandey et al., 2004; Huebner, 2008; Walsh, 2011; Madupalli & Poddar, 2012; Brunner & Dever, 2014; Good & Cooper, 2016; Leili & Powers, 2016; Matulewicz, 2016; Waudby & Poulston, 2017). The questions that I chose address the issue of sexual harassment in the restaurant industry, as well as, leaving room for the participants to express their thoughts and experiences on this matter. The interview questions included demographic questions and the type of restaurant the interviewee had worked or is working at. In total there were 9 questions, but 5 of them were taken from these two previous studies, (Harris & Reynolds, 2003; Waudby & Poulston, 2017). The full interview sheet can be found in the Appendix section (Appendix B) of this research paper. The 5 questions are stated below,

Question 4: Have you ever been harassed/felt uncomfortable by a customer at work? Describe their behavior, and how it affected you in terms of doing your job? (Harris and Reynolds, 2003).

Question 6: How did you feel and respond to the harassment? Why did you respond the way you did? (Waudby and Poulston, 2017).

Question 7: What are the effects of dysfunctional customer behavior on you, your colleagues, your business, and other customers? (Harris and Reynolds, 2003).

Question 8: Does the restaurant you served/serving at have a sexual harassment policy in place? Have you received any type of training on how to deal with customer harassment? If so, has it helped? If not, do you think it would be beneficial to you and your colleagues?

Question 9: What do you think could be done to minimize harassment at an individual, social, company and legal level? (Waudby and Poulston, 2017).

I took two questions from Waudby and Poulston's (2017) study which aimed "...to examine employee responses to sexual behavior in hospitality workplaces, to determine their roles and responsibilities in harassment prevention" (Waudby and Poulston, 2017). Furthermore, the questions they asked their research participants and the purpose for their study closely aligned with what I am trying to understand and test. "... to develop an understanding of sexuality at work, and from this, propose strategies for the minimization of harm" (Waudby and Poulston, 2017, p. 484). Harris and Reynolds (2003) addressed the issue of dysfunctional customer behavior in their study through interviews. "The aim of this study is to advance understanding of the effects of dysfunctional customer actions through concentrating on exploring and describing the consequences of such behavior for

those involved in service encounters” (Harris and Reynolds, 2003, p. 144). Harris and Reynolds’ (2003) study was “...motivated and driven by the lack of research into the effects of dysfunctional customer behavior” (Harris and Reynolds, 2003, p. 158).

Quantitative Data Analysis: Correlation Matrix and Regression Analysis

To analyze the quantitative portion of my study I used multiple regression analysis. “Regression analysis is a Statistical Forecasting model that is concerned with describing and evaluating the relationship between a given variable (usually called the dependent variable) and one or more other variables (usually known as the independent variables)” (“Summary of Regression Analysis”, n.d.). I used a multiple regression analysis because I have more than one Independent Variable which I will explain in more detail now. The dependent variable (DV) which is what I am trying to predict is Turnover Intentions. The first independent variable (IV) which is a factor that I have hypothesized plays a role on the DV is Customer Harassment. The second IV is Training.

To begin the analysis I created a correlation matrix. A correlation matrix allows the researcher to sum up significant quantities of data where the aim is to identify patterns (“What is a Correlation Matrix?”, 2018). Prion and Haerling (2014) explain the values of the Pearson r calculation. The values one can receive through this calculation are between -1 and +1 (Prion and Haerling, 2014). To further explicate, a positive 1 (+1) means that there is a perfect relationship, a 0.0 means that there is no relationship and a negative 1 (-1) means that there is a perfect *negative* relationship. If the Pearson r value is negative then that signifies a negative or conflicting relationship amidst the variables (Prion and Haerling, 2014). Prion and Haerling (2014) also note in their research the

importance of highlighting that the relationship that is expressed by a correlation coefficient does not indicate “causality between the two variables” (Prion and Haerling, 2014). To code the questionnaire data I used a number scale of 1,2,3,4,5,6,7,8.

The questionnaire (See Appendix D) that was used to further test H1 and H2 was made up of 20 questions. The questions consisted of demographic questions like the ones that were included in the interview, as well as, type of restaurant questions. The questionnaire was made up of mostly yes and no questions as well as the option to choose “unsure”. Furthermore, there were questions that were measured by using the Likert scale. The survey questions were created and taken by reading various quantitative studies that were focused on customer sexual harassment in the service industry (Worsfold & McCann, 2000; Roodt, 2004; Gettman & Gelfand, 2007; Fisk & Neville, 2011; Walsh, 2011; Poddar & Madupalli, 2012; Bothmat & Roodt, 2013; Morganson & Major, 2014; Waudby & Poulston, 2017; Dawson, Guchait & Madera, 2018; Madera, 2018). The two scales that were used to measure H1 and H2 were included in the questionnaire.

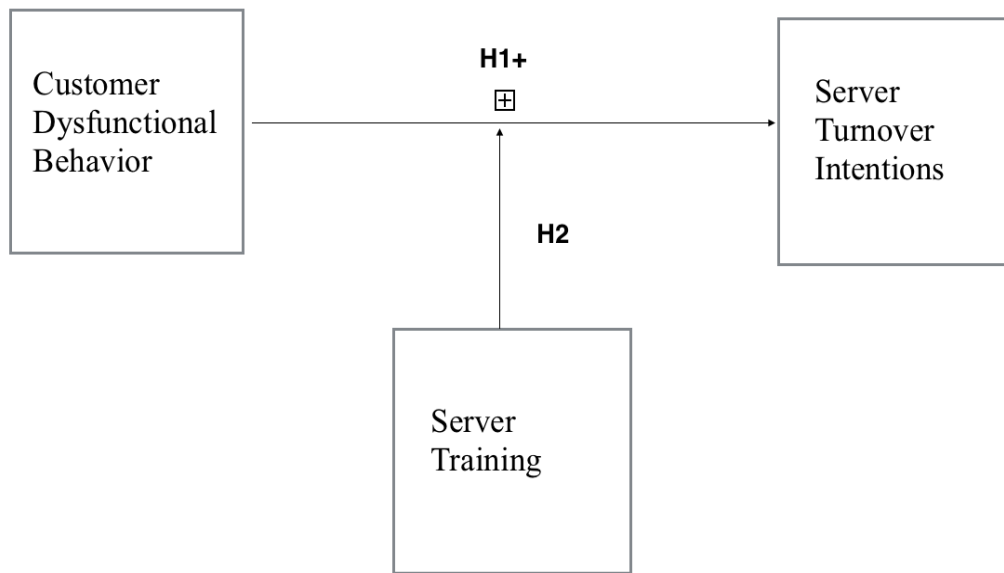


Figure A: Hypotheses Model

Based on my research I came up with this theory that is depicted in the Figure A.

H1: Customer dysfunctional behavior is positively related to server turnover intentions.

H2: Server training influences (moderates) customer dysfunctional behavior and server turnover intentions. Therefore, I have hypothesized that Server Training can weaken the relationship between Customer Dysfunctional Behavior and Server Turnover Intentions.

The more adequate training a server receives the less likely they will be to quit despite the customer harassment behavior. The Dependent Variable in this study for H1 is Server Turnover Intentions which I measured by using Roodt's TIS-6 scale. "It was established that the TIS-6 could measure turnover intentions reliably. The TIS-6 could significantly distinguish between leavers and stayers (actual turnover), thereby confirming its criterion-predictive validity" (Bothma & Roodt, 2013).

TIS – 6 item scale

1. How often have you considered leaving your job?
2. To what extent is your current job satisfying your personal needs?
3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
4. How often do you dream about getting another job that will better suit your personal needs?
5. How likely are you to accept another job at the same compensation level should it be offered to you?
6. How often do you look forward to another day at work?

To measure Customer Dysfunctional Behavior (IV) I used an adapted 6 item scale from Poddar and Madupalli (2012).

Poddar & Madupalli 6-item scale

1. Working with customers directly puts too much stress on me.
2. Some of my customers use abusive language with me.
3. I feel emotionally drained by the pressure my work puts on me
4. I feel frustrated because of working directly with customers
5. I feel I work too hard to satisfy customers
6. I feel burned out from trying to meet my management's expectations

To measure Training (IV) I used these two questions:

Q12: Have you received any training on how to deal with customer harassment?

Q13: Do you believe that there should be some kind of training in place for handling customer harassment?

CHAPTER THREE

FINDINGS

Qualitative Data Findings

When analyzing my qualitative data, one major element that became apparent was that sexual harassment came in all forms. Each interviewee experienced either a physical or verbal form of harassment or both. The types of harassment varied from innuendos, derogatory comments, grabbing, rubbing back, staring, name-calling and yelling. The severity and frequency of the harassment varied from each interviewee. All five interviewees also addressed the deep-rooted saying of the “customer is always right”. This theme came up in each 15-minute interview as it partly affected the way each interviewee coped with her incident and the response towards the harasser and harassment. Furthermore, the way the restaurant industry is set up reinforces the “power” the customer holds over the server. Almost all interviewees’ brought up the tipping factor and how that affected their response and tolerance of the harassment. As I was analyzing these interviews I made sure to pay close attention to the language each interviewee used to describe her experience and her feelings towards the incident. The two words that were used the most to describe their experiences were ‘uncomfortable’ and ‘gross’. Further analysis allowed me to extrapolate four major themes from the five interviews, informal coping strategies, emotional labor, management involvement, and the importance of training and policy.

Table 1: Qualitative Interview Demographics

Interview Number	Gender	Age	Occupation	Restaurant Type
1	Female	21	Server	Café
2	Female	21	Server	Fast Casual
3	Female	21	Server	Café
4	Female	23	Server	Pub
5	Female	21	Server/Bartender	Ethnic

Informal Coping Strategies

A dominant theme that was present in all five interviews was the use of informal coping strategies. All five interviewees' responses to the incident(s) were informal and only one interviewee got a manager involved and even then it was informal because no report was written and no further action was taken. The informality of the coping strategies was very prevalent in these interviews, but many factors played into it. First and foremost, each interviewee mentioned that she knew how a business model worked or that the “customer is always right” motto was heavily embedded in the restaurant she worked at. They all agreed that the set-up of the restaurant industry made it more challenging to address these types of issues because of the fear of losing a potentially good tip and the importance of providing the customer with a good experience.

Secondly, they all addressed the lack of training and policy at their work. Only one Interviewee (#4) had some training, but it was a course that dealt with alcohol and the law (Servsafe), but she claimed that she would not know how to handle a customer that was acting in an uncivil or sexual harassing behavior if they were not intoxicated. When asked on how Interviewee #1 responded to the customer sexual harassment incident she replied with, “I didn’t really respond, I kind of pulled away from him...and I didn’t say anything. I basically acted like nothing happened. And then he continued to give me some compliments for a few minutes and then I got kind of flustered and didn’t really do anything” (Interviewee #1). She then continued by saying that she and her coworkers sometimes coped with this type of customer behavior by just talking to each other about it. No employee made a formal complaint or got a manager involved. Similar responses were found in all five interviews. When asked Interviewee #2 on how she responded to the sexual harassment she answered with,

“A lot of the time it’s really weird to figure out how to react because you obviously want to be like ‘hey that is not okay’. I honestly didn’t really say much most of the time, I would just ignore it or let it happen. If it was bad enough with the people that were touching me I would back up or be like please don’t, but most of the time if it was just verbal stuff I ignored it really...you just kind of had to turn off that part. It’s awkward and uncomfortable, but what are you supposed to do really...”
(Interviewee #2).

This response highlights the issue of the lack of training/policy further. Interviewee #2 explains that she was never really told or shown how to respond to a situation like this. So as she described above, she would most of the time just ignore it no matter how uncomfortable it was for her. Interviewee #3 responded to the question similarly as well, “It’s definitely uncomfortable, you definitely kind of walk away from your day kind of still thinking about it I think...I think because it’s a customer service job you don’t really

have a choice in how you react, you have to respond with either a smile or laugh and pretend it's an okay comment to say even though it is not" (Interviewee #3). Going back to providing a good service and experience, Interviewee #3 addressed how it is difficult to undertake these issues in the customer service industry.

There is a notion that when working a job that provides service you have to be extremely accommodating no matter the situation, which unfortunately allows for behavior like the one described above to take place. Interviewee #4 explained that whenever she was presented with a situation like this, she would most of the time just smile and pretend it was okay. Her response was, "I just kind of try to smile because I am still in a hospitality role but it definitely affects my mood for my entire shift just kind of put off by it...overall, it feels like it shouldn't be this way but it feels like it's part of the job at this point. You just got to kind of learn to put up with it" (Interviewee #4).

Interviewee #4 addresses this "role" that customer service providers are subjected to when accepting the job. She then further explains how it is essentially part of the job to put up with customers' uncivil behavior. The 5th Interviewee's response was a little different from the rest, but still not formal since no further action was taken. When asked how she responded to the harassment incidents she replied with, "Usually once someone starts raising their voice, I go and get my manager just because they're older and more a person of authority and they have more control in the situation" (Interviewee #5).

Interviewee #5 highlights uncivil behavior rather than sexual harassment. This type of behavior still identifies as harassment but isn't sexually oriented. It still causes issues in the workplace and is very disruptive in general. Interviewee #5 also explained that it makes/made her uncomfortable and frustrated. The coping strategies that the interviewees

took part in were informal and individual. Although they all talked to coworkers after the incident or spoke to a manager, the interviewees dealt with the incident(s) mostly on their own.

Emotional Labor

Another major theme that I found within these interviews was the emotional toll that these incidents had on the interviewees. Each interviewee participated in an act of surface acting by not addressing the issue at hand and brushing it off, either by smiling, laughing, or just ignoring it altogether. This illustrates the emotional labor that sexual harassment incidents have on waitstaff employees.

When asked how they felt during the incident these were a few of the responses that I received. Interviewee #1 responded with, “It’s very weird when you’re in that kind of situation, it’s so uncomfortable and you don’t really know what to do with yourself. I consider myself very strong-willed and opinionated, but at that moment I felt really gross even though it wasn’t my fault. The rest of the day I felt really gross and I didn’t feel comfortable with myself” (Interviewee #1). The words “gross” and “uncomfortable” were used by almost all interviewees to describe the emotions they felt during and after the harassment incidents. This illustrated to me the act that was put on by all interviewees. They all disregarded their true feelings towards the situation and put on an act and remained quote-unquote in service character. This type of behavior causes immense stress and exhaustion when done repeatedly. Especially when the individual has to stay in “character” even when they are made to feel “gross” and “uncomfortable” by another individual.

Interviewee #2 responded similarly to Interviewee #1, “It definitely affected me, I mean I could still get my work done, but it definitely impacts your mood. And like the rest of the night hangs over you, it kind of ruins your day especially when it happens a lot in one day. It kind of makes you feel super undervalued and reduced to a big set of boobs” (Interviewee #2). Interviewee #2 highlighted the impact that these incidents had on her mood, but this was also touched upon in the other interviewee’s responses as well.

As mentioned above, all interviewees mentioned the hospitality role they engage in when at work. “...I feel like in customer service you really just have to grin and bear it and you can’t say anything because it is part of your job to be very accommodating and very polite...so in those instances you have to smile and get through your day” (Interviewee #3). Interviewee #3 notes how when you are in customer service you don’t get as much freedom to voice your opinion or thoughts. It is part of your “role” to be pleasant and provide customers with good service no matter the situation which seems very exhausting. Having to control your real emotions and put a smile on your face even when you don’t want to isn’t only exhausting emotionally, but leads to feelings of burnout which in return results in employees quitting. “I just kind of try to smile because I am still in a hospitality role but it definitely affects my mood for my entire shift just kind of put off by it” (Interviewee #4). Interviewee #4 also highlights this quote-unquote hospitality role that you act on when dealing with customers. Customer perpetrated harassment can also feel threatening. A few of the interviewees mentioned that you just never know how far a customer will go.

“...it’s very embarrassing and it’s a lot to deal with. Especially sometimes it can feel pretty threatening. When stuff like that happens it takes up a lot of my attention and time, so it takes away from going to the other tables or like doing the rest of my job so it’s definitely a huge distraction. It causes my other tables to ask questions, so it really takes a huge chunk of time away” (Interviewee #5).

Interviewee #5 touched upon the distracting aspect of harassment. She also mentioned how it is threatening and just an overall uncomfortable situation to be in yourself and for other customers as well. Emotion regulation is exhausting and can lead to feelings of burnout when done for long periods. Keeping a smile on your face when dealing with a harassing and uncivil customer can and is draining. As mentioned above all interviewees discussed the shift in their mood during and after their incident, but how they needed to stay in “character”. Surface acting is extremely exhausting emotionally and it can lead to burnout which then leads to turnover.

The Importance of Management Involvement

Each interviewee spoke of the importance of having someone to go too, someone to speak with, someone you can confide in and someone that has your back. Policy and training aside, each interviewee agreed that one of the most important aspects of a healthy workplace was having an emotionally intelligent and involved manager.

“But the most important thing is...these workers need to know that they have a safe place to go to. That they can go talk to someone if someone is making them feel uncomfortable. And they need to be able to tell their boss and their boss has to be willing to accept that knowledge and do something about that. If something continues, if they’re making their staff uncomfortable they need to know about that. The emotional wellbeing of their staff is really important and their safety. Someone could follow you to your car you never know how far that leads so it’s important to have someone to talk to” (Interviewee #1).

When conducting my literature review, I noticed how little to none management involvement there was in these situations. This can cause an array of issues because employees are left to handle these incidents on their own. This theme was apparent in the interviews as well. Most interviewees spoke about the importance of having a manager that cares and steps in when a situation like this arises or when an employee talks to them.

Furthermore, having a manager take action helps the waitstaff to feel safer and valued. Interviewee #2 explained how she was given a very vague explanation on what to do in those situations. “The managers, when you go through the training they are like, “Hey if it’s really bad tell us about it and we will try to do something.” But it’s hard to tell what you can deal with...because it’s like if it’s “bad enough” come get us. But what does that mean?”(Interviewee #2) Not being as clear when talking to your employees about such important topics can lead to confusion and awkwardness when issues like sexual harassment arise. Employees will not know how to handle the situation or if they should talk to a manager about it. This can cause distress in the waitstaff and lead to more issues in the future. “If [restaurant] or any restaurant like did training on how to respond to people doing that to you and what to say and more clearly describe when to get managers or when to handle it on your own I feel like that would be helpful” (Interviewee #2). Interviewee #2 further explains that being vague when discussing customer sexual harassment will only lead to feelings of confusion among your waitstaff. She notes that managers need to be more transparent with these types of issues and what to do in those situations. Interviewee #3 discussed the importance of management and her views on the importance of management involvement as well. She emphasized that if management

doesn't care for the wellbeing of their employees then that creates a very unhealthy work environment.

“Like I understand a business model and what you have to do, customers are always right and customers always come first but I think there is also a point like how are your employees feeling? Like you are not going to have a good work environment if your employees aren't happy, but I don't think [boss at the time] took that into consideration. So it was very uncomfortable to like ever feel like you could go and talk to [boss at the time] about those things...I think it's important that whoever your superior is, is sensitive to those issues and they are a person that you can talk to about those issues” (Interviewee #3).

Interviewees spoke on the issue of the lack of management involvement by explaining that it made them feel less valued than the customer. All interviewees understood that working in a restaurant meant putting customers first, but they agreed it shouldn't be at the expense of their wellbeing. As Interviewee #3 notes, good customer service is important, but so is your employees' happiness because with no happy employees you cannot receive good service nor employees that will stay to provide service.

“I just think that having manager involvement is really important. So like if a problem does arise being able to go to somebody and being like this is what is happening and have them at least lookout for the issue and if it does progress have them confront the table...it's nice to work in a business where your manager has your back and best interest in mind” (Interviewee #4).

Similar to the other interviewee's responses, Interviewee #4 expressed how crucial she believes management involvement is in the restaurant business. Having someone that you know you can confide in and go too when issues arise in the workplace does make a huge difference in the satisfaction and wellbeing of your employees. “Maybe more specific training on what to do in those situations or just explaining like as soon as something happens to go get the manager. Because I know that is what I do, but not a lot of the other

servers always do that, sometimes they try to resolve it on their own but it just escalates” (Interviewee #5).

Interviewee #5 is the only one that spoke about getting a manager involved when customers harassed her. Although she was told to do that, she mentions how her colleagues don’t always follow in her footsteps. When an uncomfortable and dangerous situation arises, there is this notion that wait staff can just deal with it on their own. Having little to no management involvement can lead to waitstaff thinking that way, which leaves them feeling alone in those situations.

Training and Policy

Aside from emotionally intelligent managers, it is crucial to educate the staff on how to respond to the customer(s) as well as how to cope with these incidents. Each interviewee coped with their incident in different informal ways, by either laughing with another coworker afterward, dismissing the comments, talking to other coworkers or just ignoring the issue at hand altogether. In short, each interviewee performed a great deal of emotional labor which became very apparent in all five interviews. When I asked the interviewees for their opinion on training in regards to customer sexual harassment these were their responses, “I have worked in the food industry for 5-6 years and have never received any training on that. Oh yeah, I absolutely think it would be beneficial to receive that type of training” (Interviewee #1). All five Interviewees were unsure of how to respond to a customer harassing them. A majority of them explained that it was because they had never been taught or told how to. They just handled the situation the way they

thought would be best. Unfortunately, most interviewees ignored the situation altogether which allows for this type of behavior to further continue.

“...I haven’t worked there in a couple of years, but they do have them for employees...like don’t sexually harass your coworkers and what to do in that situation...but they don’t talk much about customers doing it to you they are just like if it’s bad just come to us and we will handle the situation. But again, most people don’t go to them, like what are you supposed to go to them for...I definitely think it would be beneficial to receive that type of training” (Interviewee #2).

Interviewee #2 agreed that receiving training would help her in handling and responding to customer sexual harassment incidents instead of just ignoring them. Interviewee #3 explained how she had not received any training on customer sexual harassment either. She believes that training is crucial, “...but through my customer service jobs, I haven’t done any training on what happens in those situations. I definitely think that any type of training, whether it’s like Title IX or Diversity and Inclusion training could be incorporated more into workplaces for sure” (Interviewee #3). Interviewee #3 reflected on her time working in customer service and noted that training in workplaces that rely on customer transactions would be beneficial.

Interviewee #4 discussed how she believes that training could help her reaction to the incident. Her response was, “Off the top of my head I don’t recall receiving any training...I mean it might help my reaction to it, but I don’t really think there is anything to do to change the customer...If I’ve received any training I may have better input on it but I just kind of fend for myself” (Interviewee #4). Interviewee #4’s response illustrates how without any proper training an employee is left alone to deal with the issue. She did emphasize that if she had received any training on what to do in that situation, it would most likely help her respond to it better and not feel as alone. Interviewee #5 was the only

one who had gone through some type of training. Even then, the training was in regards to alcohol and what to do with intoxicated customers.

“We have to take a ServSafe course which goes over alcohol primarily it doesn’t go over any other issues. So it’s mostly dealing with drunk customers which is mostly what I deal with. But if it was a customer who wasn’t drunk and just acting that way I don’t know if we have a formal policy about it. Taking the course definitely helped because it helps pick up on the signs early and like to know what to do and what the law is in each situation” (Interviewee #5).

Interviewee #5 pointed out that taking the ServSafe course helped her immensely in dealing with those situations. She also added that the course only covered situations that dealt with intoxicated customers and that she would not know how to react or handle a situation with a non-intoxicated customer.

Training can be costly, but so is replacing waitstaff. Restaurants cannot provide good service if they cannot maintain workers. Providing good customer service begins with your employees and spending time and money on training them on how to do their job, but disregarding their wellbeing does not help in the long run. Ultimately, the amount of time spent on training an employee on how to provide good service should also be spent on training on how to cope with customer perpetrated harassment and what to do when a situation like this arises. Policy is just as important as training, they essentially go hand in hand. There should be specific policies set in place that address customer perpetrated harassment and the protocol that will be followed when employees make formal complaints.

Quantitative Data Findings

To analyze my quantitative data that I gathered I used a multiple regression analysis. Before I could run a regression analysis I created a correlation matrix. The correlation matrix helped me observe the relationships between each variable. As I stated above my DV = Turnover Intentions (TO_INT) and my IV's = Customer Harassment (X1; CUS_HAR) and Training (X2; TRN). For my DV I used these 6 questions from my questionnaire because I believe they best represent the DV.

19.1: How often have you considered leaving your job?

19.2: How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

19.3: How often do you dream about getting another job that will better suit your personal needs?

19.4: How often do you look forward to another day at work?

16: To what extent is your current job satisfying your personal needs?

17: How likely are you to accept another job at the same compensation level should it be offered to you?

For my IV's (X1 + X2) I used these questions from my questionnaire,

IV (X1) 20.1: Working with customers directly puts too much stress on me.

20.2: Some of my customers use abusive language with me.

20.3: I feel emotionally drained by the pressure my work puts on me

20.4: I feel frustrated because of working directly with customers

20.5. I feel I work too hard to satisfy customers

20.6. I feel burned out from trying to meet my management's expectations

IV (X2) 12: Have you received any training on how to deal with customer harassment?

IV (X2) 13: Do you believe that there should be some kind of training in place for handling customer harassment?

Hypothesis 1

To test my first hypothesis which is, H1: Customer Dysfunctional Behavior is positively related to server Turnover Intentions, I used the DV (Y) - Server Turnover Intentions and the IV (X) - Customer Harassment. Questions 16, 17 and 19.1-19.4 were added together to create the DV (TO_INT) and questions 20.1-20.6 were added together to create the IV (CUS_HAR). I then ran a regression analysis test on the two and here are the results,

Table 2: Regression Statistics (H1)

SUMMARY OUTPUT	
<i>Regression Statistics</i>	
Multiple R	0.5708496472
R Square	0.3258693197
Adjusted R Square	0.3066084431
Standard Error	4.555068513
Observations	37

Table 3: ANOVA Table (H1)

ANOVA					
	df	SS	MS	F	Significance F
Regression	1	351.0405228	351.0405228	16.91871698	0.0002247058023
Residual	35	726.2027204	20.74864915		
Total	36	1077.243243			

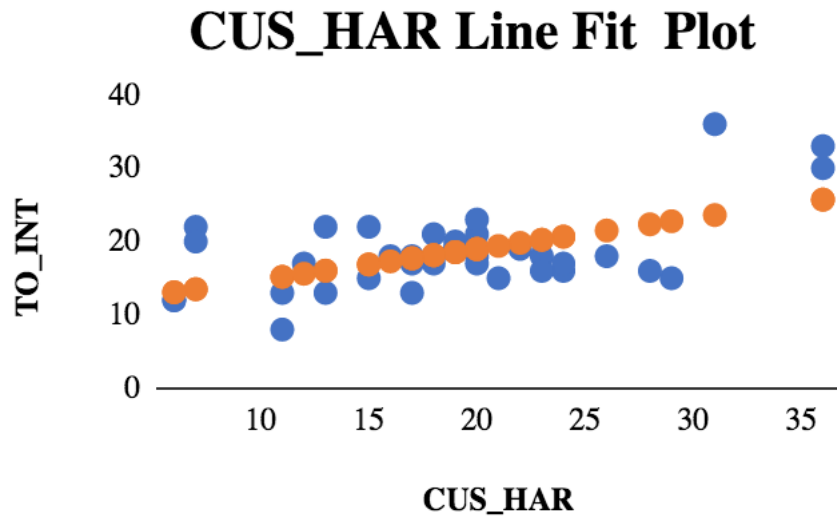
Table 4: Coefficients (H1)

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	10.55664547	2.068213907	5.104232904	0.00001170630285	6.357948025	14.75534292	6.357948025	14.75534292
CUS HAR	0.4209528227	0.1023410134	4.113236801	0.0002247058023	0.21318952	0.6287161255	0.21318952	0.6287161255

“R-squared is a statistical measure of how close the data are to the fitted regression line.

It is also known as the coefficient of determination, or the coefficient of multiple determination for multiple regression” (“Regression Analysis”, 2013). Informally, it explains to us the estimated power of our model. This coefficient only has values between 0 and 1. In the above tables, one can observe that R Squared equals 0.326 which means that there is a strong relationship between the two. This means that customer harassment does play a role in one’s decision of leaving or staying. In short, the R-squared proves that H1 is correct.

Table 5: Customer Harassment Line Fit Plot (H1)



H1: Customer Dysfunctional Behavior is positively related to Server Turnover

Intentions was supported by the questionnaire results. This means that the respondents of the survey believe that customer dysfunctional behavior impacts turnover intentions.

Hypothesis 2

To test H2: Server Training influences (moderates) Customer Dysfunctional Behavior and Server Turnover Intentions, I used the DV (Y) - Server Turnover Intentions and the IV (X) – Training (moderator). Questions, 16, 17, and 19.1 - 19.4 were used to measure the DV (TO_INT) and questions 12 and 13 were used to measure the IV (TRN; moderator). I then ran a test on the two, here are the results,

Table 6: Regression Statistics (H2)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.571 ^a	.326	.307	4.555	.326	16.919	1	35	.000
2	.612 ^b	.374	.338	4.452	.048	2.634	1	34	.114

a. Predictors: (Constant), CUS_HAR
 b. Predictors: (Constant), CUS_HAR, TRN

Table 7: ANOVA Table (H2)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	351.041	1	351.041	16.919	.000 ^b
	Residual	726.203	35	20.749		
	Total	1077.243	36			
2	Regression	403.262	2	201.631	10.172	.000 ^c
	Residual	673.981	34	19.823		
	Total	1077.243	36			

a. Dependent Variable: TO_INT
 b. Predictors: (Constant), CUS_HAR
 c. Predictors: (Constant), CUS_HAR, TRN

Table 8: Coefficients (H2)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.557	2.068		5.104	.000
	CUS_HAR	.421	.102	.571	4.113	.000
2	(Constant)	7.447	2.785		2.674	.011
	CUS_HAR	.423	.100	.574	4.229	.000
	TRN	.987	.608	.220	1.623	.114

a. Dependent Variable: TO_INT

In the above tables one can observe that training (moderator) did in fact have an impact on turnover intentions. R Squared equals 0.374 which demonstrates a strong relationship

between training and turnover intentions. The moderator effect of server training does have a positive influence on turnover intentions. In short, the R-Squared proves that H2 is correct.

My two hypotheses, H1: Customer Dysfunctional Behavior is positively related to Server Turnover Intentions and H2: Server Training influences (moderates) Customer Dysfunctional Behavior and Server Turnover Intentions are supported in my quantitative data. Based on the questionnaire analysis that was done above both hypotheses are correct. Furthermore, the additional data that was collected in November helped me prove that H2 is correct.

CHAPTER FOUR

DISCUSSION

After analyzing the results from the five interviews that I conducted, I found that all five interviewees dealt with their customer perpetrated sexual harassment incidents very similarly. All five women used informal coping strategies to deal with the incident by either laughing, brushing it off, talking to coworkers, ignoring it, or talking to a manager informally. All coping techniques were informal because none of the interviewees got the police involved or filed a formal complaint. Furthermore, all five women emphasized the emotional labor the job requires, especially when you are dealing with uncivil and harassing customers frequently. Additionally, the women I interviewed discussed the importance of emotionally intelligent management and what that meant to them. They highlighted how crucial it is to have a manager that cares for you and will intervene in uncomfortable situations. Furthermore, they all spoke of the lack of training and policy in their workplace and agreed that training would help them form a response as well as handle situations and harassing customers better.

H1: Customer Dysfunctional Behavior is positively related to Server Turnover Intentions was supported by the 5 interviews, and by the questionnaire data. The women that I interviewed spoke of the way they coped with the harassment, the feelings they underwent and the toll it had on them. They also discussed the importance of policy and management involvement. All interviewees also spoke about the deep-rooted saying “the customer is always right” that haunts employees in the customer service industry.

The five women I interviewed discussed the set-up of the restaurant industry and how that can and does allow for that type of behavior to take place and normalizes it. In each interview, the interviewee brought up the importance of tipping. They all discussed how they were more likely to disregard hostile and sexually harassing behavior because of the potential of a good tip coming out of it. They also mentioned that if they did not laugh along or play along with hostile and sexually harassing customers they could lose out on a tip all-together. Essentially, they felt as if they had no choice because their income depended on it.

Matulewicz (2015) argues that restaurant work is unlike any other job because, in customer service, the customer plays an eminent role in the workers' income. She further argues that this behavior is "allowed" by law and restaurants because they pay their workers below the minimum wage, thus allowing for this relationship to occur. Unfortunately, this provides the customer with a sense of "power" over the server which results in an unequal relationship. "The 'power' of customers in services, such as restaurants, is evidenced in the popular saying the customer is always right. This maxim is entrenched, although not always followed, in between customers and workers" (Matulewicz, 2015).

Matulewicz (2015) explains that customers don't carry as much "power" as they believe they do. They don't have the power to fire workers, but the "power" customers do carry is through their tipping practices. "The perceived connection between providing customers with "good service" and receiving a better tip functions as an incentive to cater to the needs and wants of customers" (Matulewicz, 2015, p. 410). The "power" customers receive from tipping is essentially connected to the sexual interactions women

workers are encountering from customers at work (Matulewicz, 2015). “Tips are a form of institutionalized quid pro quo built into the doing of work in restaurants that encourage workers to engage in sexual labor and put up with sexual interactions from customers” (Matulewicz, 2015, p. 410). All five interviewees spoke of the importance of tips since it is their major source of income, which provides the customer with a certain amount of “power” over the server. Furthermore, interviewees discussed their knowledge of the restaurant industry set up and how that can constrain them from formally complaining to a manager. Essentially, they are left alone to deal with this behavior because it is looked like the norm in the service industry.

H2: Server Training influences (moderates) Customer Dysfunctional Behavior and Server Turnover Intentions was supported by the five interviews and questionnaire data. Each interviewee agreed that any training of some sort would help their response to the harasser and what to do in that scenario and who to go to. Providing employees with training on how to respond to uncivil and sexual harassment and deal with that harassment afterward, provides them with a sense of power. Empowered workers will not feel as helpless in those situations which will in return diminish their intentions to quit.

The informality of the coping strategies found in all five interviews can be found in the literature as well. Good and Cooper (2016) address the issue of informal coping strategies in their research. They also touch upon the issue of lack of policy in restaurants in regards to customer sexual harassment. Good and Cooper (2016) found through their qualitative research that work staff responds to sexually harassing customers in informal and individual ways, which can help at that moment but does not allow for change since the working staff isn't addressing the issue as a whole. Customer sexual harassment is a

systemic problem that can be addressed through new workplace policy (Good and Cooper, 2016).

Furthermore, Good and Cooper (2016) also analyze what happens when employees do speak to their managers about the incidents and their managers do not know what to do with that information. "...the lack of procedure and limited knowledge among both employees and managers constrains effective and proactive action, as the response is reliant on the actions of the individual manager at the particular time" (Good and Cooper, 2016, p. 449). Unfortunately, customer harassment has become so normal in the service industry that formal complaints are a rarity and employees feel as if they should handle these situations on their own (Good and Cooper, 2016). "Despite this growing awareness, research has found that few organizations have specific policies that prohibit, prevent and deal with customer-perpetrated sexual harassment and those that do may be inadequate in providing a grievance procedure" (Good and Cooper, 2016, p. 449). Good and Cooper (2016) also spoke about the "power" customers carry in the service industry.

Sadly, even when workers formally complain to managers, managers may become hesitant and not confront the customer(s) because of the "power" they uphold in the service industry. This results in employees speaking about customer harassment incidents to friends, co-workers, and family rather than a manager. This allows them to collect information on how to cope and deal with the issue at hand by themselves (Good and Cooper, 2016). "Prior research on sexual harassment from customers in different contexts has found that organizations lacked specific policies relating to customer-perpetrated sexual harassment, limiting employees' knowledge of the issue and the actions they felt

they could take” (Handy, 2006; Good and Cooper, 2016, p. 454). Good and Cooper (2016) also found that employees also used a humorist approach to deal with the incident. This allowed them to lessen the effect harassment appeared to have on them, so the customer wouldn't become angry and the situation wouldn't worsen or become awkward (Good and Cooper, 2016). Employees also dealt with the harassment by joking with other co-workers about it. This “...served to reposition the experience so that the harasser was not seen as scary but rather pathetic, and to depersonalize the experience of harassment for the target, conceptualizing the harasser not as someone targeting them personally but rather as engaging in a process that commonly happened across the workplace and industry more broadly” (Good and Cooper, 2016, p. 458).

Working in the service industry doesn't just require physical labor but also emotional labor.

“In drawing on the emotional labor performed in service work, employees looked to understand the harassment they experienced as a manifestation of broader social problems experienced by customers. They reacted informally, feeling both compassion and a certain level of superiority, and rationalizing that it was not worth complaining as the customer was the one with the problem” (Good and Cooper, 2016, p. 462).

Good and Cooper (2016) discuss the importance of addressing customer perpetrated harassment. They believe this could be done by creating specific workplace policies, as well as by providing employees and managers with training. More specific training on both parts would help employees learn how to handle the situation and who to go to.

Managers also need to be trained on how to respond properly to their employees' complaints and following through with them. This would help provide employees with a safe and caring workplace (Good and Cooper, 2016). The five women I interviewed addressed how important it was to them to have management involvement, more so than

training. Having an emotionally intelligent manager is very helpful and helps create a safe environment for staff. Furthermore, in order to have a safe workplace, you need to have policies in place that explain what to do when customer harassment occurs.

In my qualitative findings, I found that customer service work is very emotionally laborious. The five women I interviewed discussed the emotional regulation they underwent regularly at work. Dealing with uncivil and sexually harassing customers and still trying to provide good service with a smile is extremely exhausting, especially when it is done for long periods of time. It can eventually lead to burnout as is explained in the literature review. “In service work, employees are often required to be happy and friendly, even under demanding job conditions. In situations where felt and expressed emotions diverge, acting to reduce that dissonance can be exhausting” (Fisk and Neville, 2011, p. 394). Camouflaging feelings such as frustration and anger with friendliness can be extremely draining emotionally. Regulating your emotions for long periods of time can lead to employee burnout (Fisk and Neville, 2011).

Furthermore, Fisk and Neville (2011) describe how the participants they interviewed for their study were left to deal with harassing customers individually and being offered any kind of help was rare and informal if it did occur. “Extrapolating from servers’ experiences, we suggest that providing support to employees who interact with entitled customers may provide a first line of defense against the stress-related toll encounters with these customers can take” (Fisk and Neville, 2011, p. 401). Grandey, Dickter, and Sin (2004), explained in their study that hostile customers lead to more stress which resulted in great emotional exhaustion which then lead to absent workers. “Being the target of frequent hostility from the same people for whom you are supposed

to be providing ‘service with a smile’ requires constant emotion regulation that may eventually deplete one’s resources” (Grandey, Dickter, and Sin, 2004, p. 399). Grandey, Dickter, and Sin (2004) further explain that wait staff can regulate their emotions through deep and surface acting. “Surface acting entails modifying behaviors by suppressing or faking expressions” (Grandey, Dickter, and Sin, 2004). Grandey, Dickter, and Sin (2004) suggest that managers “...provide employees with training in emotion regulation for responding to customers who are not always right” (Grandey, Dickter, and Sin, 2004, p. 414). Poddar and Madupalli (2012) discuss the importance of managing employee turnover. Essentially, one cannot provide good service if their employees are constantly leaving. Companies invest a great deal of money and resources on providing efficient and good quality service therefore, not managing employee turnover intentions can cause an organization to lose a great deal of money.

Walsh (2011) suggests that managers invest and provide employees with training to help handle hostile customers. Walsh (2011) states that providing your employees with useful skills for those scenarios will help employee turnover intentions. Furthermore, the EEOC states that employers,

“...should clearly communicate to employees that unwelcome harassing conduct will not be tolerated. They can do this by establishing an effective complaint or grievance process, providing anti-harassment training to their managers and employees, and taking immediate and appropriate action when an employee complains. Employers should strive to create an environment in which employees feel free to raise concerns and are confident that those concerns will be addressed” (“Harassment”, n.d.).

From the data gathered from my qualitative and quantitative studies, I have theorized that server training might support server’s turnover intentions.

CHAPTER FIVE

CONCLUSION

Limitations

This was a pilot study that provided a minuscule insight into customer-perpetrated sexual harassment. This study focused on sexual harassment, but other forms of harassment were discussed as well. This study explored the detrimental effects of customer sexual harassment on waitstaff through interviews and a questionnaire. Furthermore, this study aimed to explore if training would be helpful in controlling employee turnover intentions. Because of the sample size (36 responses from the questionnaire and five interviewees) the study contains limitations. Since the sample size of the interviews and questionnaire were so small, it was hard to distinguish significant relationships within the data. Another limitation found in the study were the sampling techniques – snowball and convenience. The sampling techniques and sample size limit generalizability.

Suggestions for Future Research

For future research, it would be beneficial and thought-provoking to investigate other control variables. Females vs males perspectives on customer-perpetrated sexual harassment. It would be interesting to research their responses to CSH and experience(s) of it. Bars vs restaurants, do bartenders experience more sexual harassment because of alcohol? Another interesting suggestion would be, to look into high-end vs low-end restaurants. Does a server in a high-

end restaurant experience more sexual harassment than a server in a low-end restaurant? Another suggestion that I have for future researchers is, to explore the issue of sexual harassment from a cultural perspective. Is this issue experienced worldwide or just in the U.S.? Last, but definitely not least, it would be interesting to research the impact technology might have on sexual harassment. As a society, we are continuously advancing in the technological field as well as in artificial intelligence. One day, our servers may be replaced by artificial intelligence. How will that affect the restaurant industry? Will that diminish or possibly end customer sexual harassment? In short, there are many routes one can take when exploring and researching this subject. They are all important nonetheless.

Conclusion

In conclusion, it was encouraging to find that server training might help reduce turnover intentions. These findings don't just apply to the restaurant industry but to any service industry job. Teachers, nurses, doctors, and so forth, they could all benefit from this type of training. In my study, I found that training can empower those service workers in responding better to that harassment and in return reduce their desire to quit their jobs.

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APPENDICES

APPENDIX A: INFORMED CONSENT AND CONFIDENTIALITY (INTERVIEWS)

The invitation e-mail will read as follows:

“Jane/John Doe gave me your contact information because she/he thought you would be interested in participating in my study. The purpose of this research is to investigate what restaurants can do to help servers manage customer dysfunctional behavior. You must be at least 18 years old to participate. If you are still interested in participating and for more information about the study please see the attached consent form.”

You are invited to participate in a research project being conducted by Mariza Budri, an undergraduate student in the Maine Business School at the University of Maine. The purpose of this research is to investigate what restaurants can do to help servers manage customer dysfunctional behavior. The interview will remain confidential and will take approximately 20 minutes to complete. The interview will be audio-recorded and transcribed by me. You must be at least 18 years of age to participate.

What Will You Be Asked to Do?

If you decided to participate, you will be asked to answer a set of interview questions. It should take about 20 minutes to complete.

Risks:

Except for your time and inconvenience, there are no risks to you from participating in this study.

Benefits

While this study will have no direct benefit to participants, this research may help us learn more about customer harassment training and if it can influence servers turnover intentions.

Confidentiality

The interview responses will remain confidential. Responses will be audio-recorded on my phone and transcribed by me. Data will be coded on mine (Personal Investigator’s) password protected computer. Data collected from the interviews will be deleted from Personal Investigator’s computer and phone by January 2022.

Voluntary

Participation is completely voluntary. If you choose to take part in this study, you may stop at any time. You may skip any questions you do not wish to answer.

Contact Information

If you have any questions about this study, please contact me at (*mariza.budri@maine.edu*). If you have any questions about your rights as a research participant, please e-mail the Office of Research Compliance, University of Maine at *umric@maine.edu*.

APPENDIX B: SEMI-STRUCTURED INTERVIEW QUESTIONS

Question 1: What type of restaurant have you served or are currently serving at?

Question 2: What is your age?

Question 3: Which gender do you most identify with?

Question 4: Have you ever been harassed/felt uncomfortable by a customer at work? Describe their behavior, and how it affected you in terms of doing your job? (Harris and Reynolds, 2003).

Question 5: What is the gender of the person/people who have harassed you in the past?

Question 6: How did you feel and respond to the harassment? Why did you respond the way you did? (Waudby and Poulston, 2017).

Question 7: What are the effects of dysfunctional customer behavior on you, your colleagues, your business, and other customers? (Harris and Reynolds, 2003).

Question 8: Does the restaurant you served/serving at have a sexual harassment policy in place? Have you received any type of training on how to deal with customer harassment? If so, has it helped? If not, do you think it would be beneficial to you and your colleagues?

Question 9: What do you think could be done to minimize harassment at an individual, social, company and legal level? (Waudby and Poulston, 2017).

APPENDIX C: INFORMED CONSENT AND CONFIDENTIALITY
(QUESTIONNAIRE)

You are invited to participate in a research project being conducted by Mariza Budri, an undergraduate student in the Maine Business School at the University of Maine. The purpose of this research is to investigate what restaurants can do to help servers manage customer dysfunctional behavior. The survey is anonymous and will take approximately 10 - 15 minutes to complete. You must be at least 18 years of age to participate. Here is the link to the study: (will insert link when made and approved).

What Will You Be Asked to Do?

If you decide to participate, you will be asked to complete an electronic questionnaire. It should take you about 10 - 15 minutes to complete.

Risks:

Except for your time and inconvenience, there are no risks to you from participating in this study.

Benefits

While this study will have no direct benefit to participants, this research may help us learn more about customer harassment training and if it can influence servers turnover intentions.

Confidentiality

This study is anonymous. There will be no records linking you to the data. Data will be collected through Qualtrics. Data will be downloaded on Personal Investigator's password protected computer. Data collected for this study will be deleted from Qualtrics and the Personal Investigator's computer by January 2022.

Voluntary

Participation is completely voluntary. If you choose to take part in this study, you may stop at any time. You may skip any questions you do not wish to answer.

Contact Information

If you have any questions about this study, please contact me at (mariza.budri@maine.edu). If you have any questions about your rights as a research participant, please e-mail the Office of Research Compliance, University of Maine at umric@maine.edu.

APPENDIX D: SURVEY QUESTIONNAIRE

Question 1: Have you ever served or are currently serving in a restaurant (this does not include delivery)? Yes No

Question 2: What type of restaurant have you served at? Circle all that apply. Quick Service (e.g. McDonald's, Burger King, etc)
Fast Casual (e.g. Chipotle, Panera Bread, etc)
Casual Dining (e.g. Applebees, Olive Garden, Chili's, etc)

Fine Dining (e.g. Fiddlehead Restaurant, DiMillo's On the Water, etc) Café or Bistro (e.g. Starbucks, nest, etc)
Ethnic (e.g. Thai Kitchen, Las Palapas, etc)
Pubs (e.g. The Roost, The Common Loon, etc)

Food trucks Pizzeria's (e.g. Pat's Pizza, Orono House of Pizza, etc)

Question 3: What age group do you fall under?

18 – 20
21 – 23
24 – 26
27 +

Question 4: Which gender do you most identify with?

Man
Woman
Transgender woman
Transgender man

Question 5: Have you ever been harassed/felt uncomfortable by a customer/s at work or have had customer/s use abusive language with you? (Poddar and Madupalli, 2012) Yes No

If you answered “No” please go to Q10 directly

Question 6: What type of harassment did you experience? (Gettman and Gelfand, 2007)

Unwanted sexual attention (e.g. repeated requests for dates, drinks, attempted to stroke, fondle, or kiss, etc)

Sexist hostility (e.g. put you down or was condescending to you because of your sex, made offensive sexist remarks, etc)

Sexual hostility (e.g. attempted to draw you into discussion of sexual matters, told offensive sexual stories or jokes, made offensive remarks about appearance, body or sexual activities, etc)

Sexual coercion (e.g. bribed with a reward to engage in sexual behavior, treated badly for refusing to have sex, etc)

Other: _____

Question 7: What is the gender of the person/people who have harassed you in the past?

Question 8: Did this incident have an impact on your work, such as the quality and quantity, time keeping/attendance, feelings about work, ability to work with others, etc? (Worsfold and McCann, 2000) Yes No Unsure

Question 9: Did you experience any other feelings because of this incident, such as stress, job dissatisfaction, emotional exhaustion, etc? (Walsh, 2010) Yes No Unsure

Question 10: Do you think that uniforms/dress codes increase one's likelihood of harassment? (Waudby and Poulston, 2017) Yes No Unsure

Question 11: Do you believe that the more experience you have, the better you are at handling sexual harassment from customers? (Waudby and Poulston, 2017)
Yes No Unsure

Question 12: Have you received any training on how to deal with customer harassment?
Yes No

Question 13: Do you believe that there should be some kind of training in place for handling customer harassment? Yes No Unsure

Question 14: Does the restaurant that you are/were employed at have a sexual harassment policy? (Madera, 2018) Yes No Unsure

Question 15: Do you believe that sexual harassment is more accepted in the restaurant industry? (Madera, 2018)

1 – Strongly Agree

2 – Agree

3 – Neither agree or disagree 4 – Disagree

5 – Strongly Disagree

Question 16: To what extent is your current job satisfying your personal needs? (Roodt, 2004) Very satisfying 1 – 2 – 3 – 4 – 5 Totally dissatisfying

Question 17: How likely are you to accept another job at the same compensation level should it be offered to you? (Roodt, 2004)

Highly unlikely 1–2–3–4–5 Highly likely

The next two tables refer to your current or past experiences of working as a server in the restaurant industry. Please place an X in one box per question to signify your answer.

(Roodt, 2004)	Always	1	2	3	4	5	Never
How often have you considered leaving your job							
How often are you frustrated when not given the opportunity at work to achieve your personal work – related goals?							
How often do you dream about getting another job that will better suit your personal needs?							
How often do you look forward to another day at work?							

(Poddar & Madupalli, 2012)	Always	1	2	3	4	5	Never
Working with customers directly puts too much stress on me							
Some of my customers use abusive language with me							
I feel emotionally drained by the pressure my work puts on me							
I feel frustrated because of working directly with customers							
I feel I work too hard trying to satisfy customers							
I feel burned out from trying to meet top management's expectations							

APPENDIX E: IRB APPROVAL

APPLICATION COVER PAGE

- KEEP THIS PAGE AS ONE PAGE – DO NOT CHANGE MARGINS/FONTS!!!!!!!!!!
- PLEASE SUBMIT THIS PAGE AS WORD DOCUMENT

APPLICATION FOR APPROVAL OF RESEARCH WITH HUMAN SUBJECTS
 Protection of Human Subjects Review Board, 400 Corbett Hall

(Type inside gray areas)

PRINCIPAL INVESTIGATOR: Mariza Budri EMAIL: mariza.budri@maine.edu

CO-INVESTIGATOR: EMAIL:

CO-INVESTIGATOR: EMAIL:

FACULTY SPONSOR: Dr.Muralee Das EMAIL: muralee.das@maine.edu

(Required if PI is a student):

TITLE OF PROJECT: Can training restaurant servers on managing customer harassment influence turnover intentions?

START DATE: 4/22/2019 2/26/2019 PI DEPARTMENT: MBS

STATUS OF PI: FACULTY/STAFF/GRADUATE/UNDERGRADUATE S (F,S,G,U)

If PI is a student, is this research to be performed:

- | | | | |
|-------------------------------------|--|--------------------------|------------------------|
| <input checked="" type="checkbox"/> | for an honors thesis/senior thesis/capstone? | <input type="checkbox"/> | for a master's thesis? |
| <input type="checkbox"/> | for a doctoral dissertation? | <input type="checkbox"/> | for a course project? |
| <input type="checkbox"/> | other (specify) | | |

Submitting the application indicates the principal investigator's agreement to abide by the responsibilities outlined in [Section I.E. of the Policies and Procedures for the Protection of Human Subjects](#).

Faculty Sponsors are responsible for oversight of research conducted by their students. The Faculty Sponsor ensures that he/she has read the application and that the conduct of such research will be in accordance with the University of Maine's Policies and Procedures for the Protection of Human Subjects of Research. **REMINDER:** if the principal investigator is an undergraduate student, the Faculty Sponsor MUST submit the application to the IRB.

Email this cover page and complete application to UMRIC@maine.edu

FOR IRB USE ONLY Application # 2019-01-02 Review (F/E): E Expedited Category:

ACTION TAKEN:

- Judged Exempt; category 2 Modifications required? Yes Accepted (date) 2/26/2019
- Approved as submitted. Date of next review: by Degree of Risk:
- Approved pending modifications. Date of next review: by Degree of Risk:
- Modifications accepted (date):
- Not approved (see attached statement)
- Judged not research with human subjects

FINAL APPROVAL TO BEGIN 2/26/2019 Date

10/2018

AUTHOR'S BIOGRAPHY

Mariza Budri was born in Athens, Greece on February 5, 1997. She and her family moved to Portland, Maine in 2008 where she attended Portland High School and graduated in 2015. She then moved to Orono, Maine to attend the University of Maine. While at the University of Maine, she majored in Business Management and minored in Legal Studies. She became very involved on campus, by volunteering at the Women's Resource Center once a week, and holding the Presidential position of Her Campus. She was also a member of the Pre-Law Society organization on campus. Mariza will be graduating in December of 2019 and will be starting her business career at Unum shortly after.