

The impact of hospitality on employee satisfaction in Dutch Banks



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Master thesis

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Abstract

The work environment is changing and aspects of hospitality are increasingly being introduced in the work environment. It is unknown whether a hospitable work environment influences the employee satisfaction and other outcomes in the organisation. In this research it is investigated to which extend aspects of hospitality are present in two Dutch banks; ABN Amro Amsterdam and Rabobank Vijfheerlanden, and how this relates to employee satisfaction. Research is done by means of a questionnaire among employees and interviews with facility managers of two dutch banks.

In the research eight factors have been created for which it is tested in a multiple regression analysis if they explain employee satisfaction. In the regression analysis an explained variance has been found of hospitality aspects on employee satisfaction of 40.7%. The factor 'ambient conditions' is the factor with the highest impact on employee satisfaction, with a value of 0.513. The other factors that influence employee satisfaction are: coffee and tea ($b = 0.505$), catering ($b = 0.468$) and, cluttering ($b = 0.352$).

It can be concluded that hospitality aspects are implemented in the work environment to make employees and customers feel more welcome and to make their lives easier. Further, it can be concluded that a hospitable work environment explains employee satisfaction.

It is recommended to banks to implement or improve aspects of hospitality in the work environment. With a few relatively small interventions employee satisfaction can be increased. For ABN Amro it is recommended to focus on ambient conditions, coffee and tea, catering, cluttering and accessibility.

keywords: work environment, hospitality, employee satisfaction

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Management summary

The work environment is changing and aspects of hospitality are increasingly being introduced in the work environment. Consultants state that hospitality can improve the atmosphere in the company and by that, increase the satisfaction and productivity of the employees. However, this is not scientifically proven. The main problem in this research is that it is unknown whether a hospitable work environment influences the employee satisfaction and other outcomes in the organisation. The goal of this research is to find out, to which extend aspects of hospitality are present in Dutch banks and how this relates to employee satisfaction. Another goal is to find out if the banks are consciously working on improving the hospitality aspects within the work environment.

The research consists of a literature study, to determine the current state of knowledge and to define all the aspects of hospitality. Secondly an empirical study has been done to get insight in the current situation in companies in the banking sector and the reasons for implementing hospitality. This has been done by means of a questionnaire among the employees, in which the relation between aspects of hospitality and employee satisfaction will be determined. The results first have been analyzed by means of a factor analysis, to reduce the number of variables. Secondly a multiple regression analysis has been conducted to find the effect of the hospitality effects on employee satisfaction. Last, an analysis has been done to compare the results of the two banks. Further interviews with facility managers of two Dutch banks have been conducted, to find out if, why and how the hospitality concept has been implemented.

From the literature study it could be concluded that the work environment consists of a built environment and a social environment. The degree of natural and artificial light, temperature, air quality, odour, colour usage, acoustics, cleanliness of the workplace, bathrooms and the building overall, spaciousness, crowding, comfort and functionality of furniture, signs and the supportive environment which contains catering (quality and diversity of coffee, tea, other drinks, catering food and snacks) and security, service quality of employees providing supportive services (reception, cleaning, security, service desk), wireless internet, atmosphere and privacy are aspects of hospitality present in the work environment.

The factor analysis, provides eight factors; catering, snacks and drinks, ambient conditions, service staff, cluttering, interior design, light and ICT and, coffee and tea. The explained variance of these eight factors on employee satisfaction is 40.7%. Their explained variance on workplace satisfaction and satisfaction with the hospitality experience is a little higher, 53.2% and 48.3% respectively. The factor 'ambient conditions' is the factor with the highest impact on employee satisfaction, with a b-value of 0.513. The other factors that influence employee satisfaction are: coffee and tea ($b=0.505$), catering ($b=0.468$) and, cluttering ($b=0.352$). When comparing the two banks it can be concluded that at the ABN Amro for three variables the mean is higher than at Rabobank. These are: accessibility of resources, the quality of coffee and tea and the diversity of coffee and tea. The last two of those three are significant. The size and layout, layout and furniture, colours, style of decoration, smell, acoustics, privacy, crowding, safety, professionalism of security staff, attitude of the security staff, the workplace, bathroom and building cleanliness, the attitude of the cleaning staff, the quality, diversity and accessibility of the drinks, the accessibility of snacks, the attitude of the reception staff, the wireless internet, the behaviour of the service desk staff, social contacts, the overall employee satisfaction, the satisfaction with the work environment and the

satisfaction with the experience of hospitality are significantly higher at the Rabobank, compared to ABN Amro.

During the interview it became clear that at ABN Amro, a relatively large office, there is policy regarding hospitality and concrete actions have been implemented. At the local Rabobank, a smaller office, there is no concrete policy and no concrete actions regarding hospitality, however it is present. The facility manager of the Rabobank also believes that in a large office hospitality is being used as an instrument, in a small office it is part of, it is just there. At ABN Amro the decision to invest in hospitality is national, at the Rabobank this decision is local. The goal for hospitality is comparable in both banks; to increase the satisfaction of the employees, working in the bank. At ABN Amro the hospitality concept has been focused on the facility management department, at Rabobank, it is focussed on everyone in the office. In both banks the alternative workplace strategy have been implemented in a certain way, both facility managers do not think that there is a direct link between the hospitality concept and the alternative workplace strategy.

It can be concluded that hospitality aspects are implemented in the work environment to make employees and customers feel more welcome and to make their lives easier. At ABN Amro the focus of hostmanship is on doing everything right for the customers of the bank. When they enter the building, and the conversation with the bank employee with a positive attitude, it is expected the conversation will go more fluid than when the reception of the guest was not done properly. At the Rabobank the goal is to bind customers and to bind and fascinate their employees. In this research an effect has been found of hospitality aspects in the work environment on employee satisfaction, the explained variance is 40.7%.

It is recommended to banks to implement aspects of hospitality in the work environment. With a few relatively small interventions employee satisfaction can be increased. For example by increasing air quality, smell and cleanliness. This factor has found to be the highest predictor of employee satisfaction in this research. Other factors that influence the employee satisfaction, and therefore can increase employee satisfaction, found in this research are: coffee and tea, catering and, cluttering. It is therefore recommended to improve these, to get higher employee satisfaction.

From the results it can also be concluded that when time and effort are invested in aspects of hospitality, and the opinion of the employees is asked, this seems to lead to higher satisfaction. It can be implied that taking the employees' opinion into account, does lead to higher satisfaction. Therefore it is recommended to ask employees for their opinion, and try to take this into account when implementing hospitality in the work environment.

Since the conclusions of this research can only be drawn for one bank, it is recommended to do further research in other banks and also other sectors to see if, in those organisations, the same results will be found. Further, employee satisfaction is only one of the possible outcomes, of the implementation of aspects of hospitality in the work environment. Consultants also claim other outcomes, research should be done to find scientific proof, for these expected outcomes. In the factor analysis five variables were excluded from further research, one of these is the social contacts. Social contacts and the relation among employees, could have an impact on employee satisfaction. Further research on this topic is recommended.

1. Introduction

1.1 Problem statement

The work environment is changing and aspects of hospitality are increasingly being introduced in the work environment. Facility management journals pay a lot of attention to hospitality. Consultants advise companies in different sectors (financial, health care, energy companies et cetera) to implement the hospitality concept. These consultants state that hospitality can improve the atmosphere in the company and by that, increase the productivity of the employees. Numerous Dutch companies have decided to implement the hospitality concept. A market survey by Gijsbers and Kluit (2008) shows that in 2008 the hospitality concept is the most important development in facility management (Gijsbers & Kluit, 2008). However, there remain a few questions; what goals do companies want to achieve with the implementation of hospitality? What changes in the organisation after the implementation of hospitality aspects? Consultants claim there are a lot of benefits, when implementing hospitality in facility management (Dessing, 2013; Drion & de Bekker, 2013; Hokkeling, 2013; Hokkeling & de la Mar, 2010; Hommes, 2014; de Kok, 2014 and Van der Naald & van Vleuten, 2013). However, there is no scientific proof for these benefits.

Another 'trending topic' in the Dutch professional publications on facility management is the so called 'new way of working'. The implementation of the new way of working, also called the alternative workplace strategy, might create the need for hospitality. With the alternative workplace strategy, employees no longer have a set working spot and can choose to work at the office, at home, or at third places, since the focus is no longer on presence, but on tasks (Gibson, 2003). Creating hospitality in the work environment can be a way to invite employees to come to the office, because of a nice work environment and a good atmosphere. Still there is the question why companies want employees to come to the office if they have just implemented the new way of working, which gives them the option to work elsewhere. Furthermore, it is stated that the hospitality in the work environment can attract new employees. Besides this there are claims that hospitality is also good for the image of the business.

The hospitality concept has been implemented in numerous sectors, among others in the banking sector. Banks provide financial services, such as the settlement of payments, loans for individuals, businesses and other institutions, savings of individuals and businesses, transactions with foreign countries and a portfolio of securities for their liquidity management. The past few years the image of the financial sector has become worse, partly because of the economic crisis, which started in 2008. In the Netherlands the economic crisis has led to it that two Dutch financial institutions, Fortis/ABN Amro and SNS Bank, had to be nationalized, both ING and Aegon received support from the government to survive, DSB Bank and IceSave went bankrupt and Friesland Bank has been acquired by the Rabobank. Further the Rabobank had to offer a large settlement because of undesirable behaviour of some of their employees. This means that most Dutch banks have had bad publicity in the media in the past years. All this negative publicity had an impact on the confidence in the financial sector (Boonstra & de Vries, 2014). Also internationally trust in banks is low (Hurley et al., 2014). This while trust is very important in the financial sector, since it is a large factor in the decision making of customers when choosing a bank or changing to another bank (Nienaber et al., 2014). Banks should find a way to recruit and retain customers and to win

back their trust in order to survive. Hospitality can make a difference when it comes to the customer experience. This might be the reason why some Dutch banks have decided to implement the hospitality concept. When looking at the service profit chain, it can be concluded that trust might be a possible result of employee satisfaction.

To be able to figure out if this is one of the reasons for the implementation of hospitality aspects in the work environment, and to figure out if there is a positive relation between hospitality aspects in the work environment and employee satisfaction this sector will be the focus of the empirical part of this research. The focus within this research will be on the relation between hospitality aspects and employee satisfaction.

There are claims about the positive relation between hospitality aspects in the work environment and employee satisfaction. However, there is no scientific proof for this. There is a knowledge gap of the effects of hospitality in the work environment. In this research the goal is to find scientific evidence for the effect of hospitality on employee satisfaction. The main problem in this research is that it is unknown whether a hospitable work environment influences the employee satisfaction and other outcomes in the organisation.

1.2 Research objective

The goal of this research is to find out, to which extend aspects of hospitality are present in Dutch banks and how this relates to employee satisfaction. Another goal is to find out if the banks are consciously working on improving the hospitality aspects within the work environment.

At the moment there are still a lot of questions unanswered about hospitality in the work environment. It is unknown who, in the organisations, has decided that hospitality aspects should be implemented in the work environment, who has been involved in the decision making and what the effects are of the hospitality aspects in the work environment. With this research it is hoped to create more clarity on the hospitality aspects in the work environment and its effect on employee satisfaction.

1.3 Research Framework

In figure 1 the research framework can be found. The research framework illustrates the different components of this research and the link between these components. The research starts with a literature study regarding the current state of knowledge of the main concepts relevant for this research. The topics of this literature study are first of all aspects of hospitality in the work environment. The second topic of the literature study is employee satisfaction. After the literature study is completed a theoretical framework is made, which integrates the findings of how the work environment, with the introduction of hospitality can play a role in increasing employee satisfaction. After the literature study has been completed, the knowledge gained from it helps set up questions for the interviews and questionnaire that are conducted. With the help of literature on how to design interviews and questionnaires an interview and questionnaire is set up. During the empirical part of the research a questionnaire is being distributed among the employees of two Dutch banks. Within this research the focus will be on finding out whether there is a relation between the hospitality aspects (independent variables) and employee satisfaction (dependent variable). This relation is investigated by means of a questionnaire. Besides the questionnaire, interviews will be conducted with the facility managers and decision makers of two Dutch banks. The results of the interviews with the two banks and the results of the questionnaire will be

compared with each other and with the outcomes of the literature study. With the results of the literature review and the empirical review conclusions can be drawn on the impact of hospitality on employee satisfaction in Dutch banks.

Literature review

Empirical review

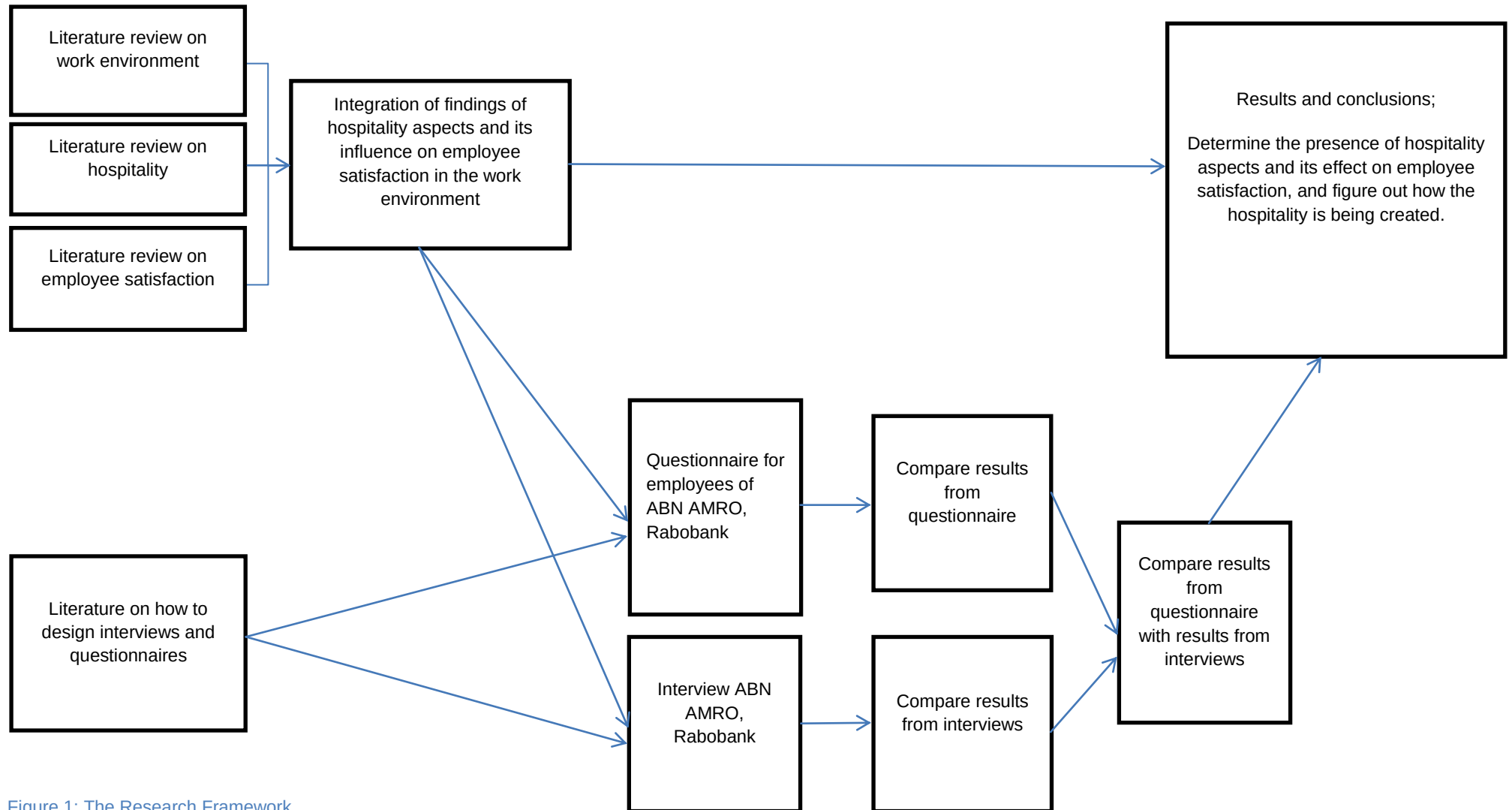


Figure 1: The Research Framework

1.4 Research issue

Main research question:

For what purpose, if so, are aspects of hospitality being implemented in the work environment of Dutch banks and to what extent does this impact employee satisfaction?

Sub research questions:

SRQ1. What are aspects of hospitality in the work environment?

SRQ2. What is the possible relation between hospitality and employee satisfaction?

SRQ3. What aspects of hospitality are present in the work environment of Dutch banks?

SRQ4. What is the influence of the aspects of hospitality on employee satisfaction?

SRQ5. To what extent do banks consciously create a hospitable work environment in their companies and what outcomes are expected?

1.5 Definitions

A number of concepts, which will be used in this research, are defined below.

- **Hospitality;** “client demand for hospitality is satisfied by services providing a hospitable working environment makes people feel welcome and comfortable. Examples of services related to this demand are: secretarial and reception services, help desk services, catering and vending, organisation of conferences, meetings and special events, personal services and provision of work wear” (NEN-EN15221-1, 2006, p.14).
- **Work environment;** A physical place, which is designed and used for a specific activity (Fischer, Tarquinio, & Vischer, 2004). The work environment consists of a built environment, also called the servicescape, and a social environment (Bitner, 1992). There are a number of services which are part of the work environment. These are: secretarial and reception services, help desk services, catering and vending, organisation of conferences, meetings and special events, personal services and provision of work wear” (NEN-EN15221-1, 2006, p.14).
- **Facility management;** “integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities” (NEN-EN15221-1, 2006, p. 5). In the same document it is stated that “effective facility management will: foster integration of the different service processes, streamline the link between the strategic, tactical and operational levels, ensure consistent communication, [...] develop and cultivate the relationship and partnership between clients/end users and suppliers/service providers and support the connection between historical facts, current tasks and future requirements” (NEN-EN15221-1, 2006, p.10).
- **Employee satisfaction;** “a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences” (Rust, Stewart, Miller, & Pielack, 1996, p.62).

2. Theoretical background

This chapter contains a theoretical background in which the current available knowledge and theories will be displayed. This chapter will answer the first two sub-research questions;

SRQ1. What are aspects of hospitality in the work environment?

SRQ2. What is the possible relation between hospitality and employee satisfaction?

The main topics that will be discussed in this chapter are; hospitality in the work environment, and employee satisfaction.

2.1 Hospitality

2.2.1 Definition of hospitality

Hospitality, in most cases, involves “a voluntary purchase of an accommodation, food or beverage for the purposes of convenience or pleasure” (Crick & Spencer, 2011, p. 463-464). The hospitality sector is one of the oldest professions. Hospitality has changed a lot over time because of changing customer expectations (Crick & Spencer, 2011). Wood and Brotherton (2008) state that the definition of the concept is problematic, since there is a lack of general agreement on what hospitality is. In their book they mention a number of definitions. To summarize these, there are many definitions of hospitality, and in different situations hospitality is being interpreted in different ways. Hospitality always involves welcoming guests who are staying away from home, the way in which this is done might differ, because of cultural and religious differences. According to Crick and Spencer (2011) hospitality refers to the creation of experiences. Hospitality is a way to take away some of the uncertainty and fear which is associated with a new environment and helping the guests having a good time. This by involving the guests in activities and small talk (Crick & Spencer, 2011).

In the NEN-EN 15221-1:2006 hospitality is defined as: “client demand for hospitality is satisfied by services providing a hospitable working environment, makes people feel welcome and comfortable. Examples of services related to this demand are: secretarial and reception services, help desk services, catering and vending, organisation of conferences, meetings and special events, personal services and provision of work wear” (NEN-EN15221-1, 2006, p.14). This is a definition of hospitality in the work environment. As can be concluded from the definition, there are a large number of aspects of hospitality in the work environment. These will be further elaborated in the following section.

2.2.2 Aspects of hospitality in the work environment

In this section aspects of hospitality in the work environment will be mentioned and explained. Hospitality involves gestures of welcoming, offering shelter, the physical environment, food and drinks, and social interaction (Lugosi, 2014). As stated above hospitality is about making people feel welcome and comfortable.

Built environment

The work environment consists of a built environment, and a social environment (Bitner, 1992). In this section the built environment will be discussed. The social environment will be discussed in the next section. Bitner (1992) called the built environment of a service company the 'servicescape' and divided it in three different dimensions These are, first of all, the ambient conditions and secondly space, which includes, among others, layout

equipment and furnishings. The third dimension contains signs, signals and artefacts, for example style of decor. Table 1 illustrates the first column of the framework for understanding environment-user relationships in service organisations, of Bitner (1992). Here the different dimensions of the physical environment are illustrated. With the servicescape an organisation wants to achieve conditions in which employees can do their work and execute an approach behaviour (affiliation, exploration, staying longer, expressions of commitment, carrying out the purpose for being in the organisation). Social interactions, like communication patterns, group cohesion and formation of friendship are also influenced by the physical environment. It is suggested that people can either have an approach or an avoidance behaviour in a place. When a place is perceived as positive, people have the desire to stay, work and explore, an approach behaviour. Avoidance behaviour on the contrary, creates the desire not to stay, work and explore (Bitner, 1992). Here counts, the more pleasant the environment, the larger the approach behaviour (Knasko, 1997).

Table 1: Adapted from: Bitner, M.J. (1992) Servicescapes: The impact of physical surroundings on customers and employees, *Journal of Marketing* 56 (April 1992) 57-71.

Physical environmental dimensions
Ambient conditions
• Temperature • Air quality • Noise • Music • Odor • Etc.
Space/function
• Layout • Equipment • Furnishings • Etc.
Signs, Signals and Artifacts
• Signage • Personal artifacts • Style of decor • Etc.

Sundstrom (1986) has a different definition of the work environment. He refers to the physical environment as buildings and their interiors. According to him this includes the appearance and layout of buildings, the arrangement of rooms, furnishings, and equipment, as well as ambient conditions (lighting, sound, temperature, and air). He names three other categories for determining the facets of the physical environment for individuals; Ambient conditions, work stations and the supporting environment. He further makes a distinction on individual, interpersonal and organisational level, see table 2 (Eric Sundstrom & Sundstrom, 1986). In this research a combination of both will be used to give a complete overview of the aspects in the work environment.

Table 2: Copied from Sundstrom (1986) Work places: the psychology of the physical environment in offices and factories: CUP Archive

Level of analysis	Facets of physical environment	Key processes	Outcomes
Individual workers	Ambient conditions Temperature Air quality Lighting Noise Music Work stations Color Equipment Chair Floorspace Supporting environment Hallways Restrooms Work areas etc.	Adaptation Arousal Overload Stress Fatigue Attitudes	Satisfaction Performance
Interpersonal relations	Workspaces Differentiation Room layout Seating arrangements Furniture Building layout Inter workspace proximity Enclosure of workspaces Gathering places	Self-identity Status Regulation of immediacy Self-presentation Choices in communication Regulation of interaction (privacy)	Adequacy of communication Group formation Group cohesion
Organizations	Buildings Separation of work-units Differentiation of work-units	Congruence of organizational process and structure with the physical environment	Organizational effectiveness

The facility department in the organisation is responsible for providing, maintaining and improving the work environment.

The hospitality aspects of the physical environment can lead to physical comfort. The physical environment of an organisation has six main functions: shelter and security, social contact, symbolic identification, task instrumentality, pleasure, and growth (Davis, 1984). According to Becker and Steele (1995) the workplace does not only consist of an desk, office or work station in a building, but also other areas like the cafeteria, break rooms, conference rooms, project rooms, corridors, water fountains and the fitness centre are part of the work place; these are all places where the employee works.

As stated before, Bitner (1992) has divided the built environment in three dimensions; ambient conditions, space and signs. Below, first the ambient conditions will be discussed, followed by space and signs. Then the supporting environment, as described by Sundstrom (1986) and the impact of the physical environment on social interaction will be discussed.

Ambient conditions

In this section the ambient conditions; light, temperature, air quality, odour, colour, sound, noise and cleanliness will be discussed.

Light

Light is a primary tool for perceiving the world and communicating within it (Stark, 2012). Providing a comfortable and efficient work environment is the main purpose of office lighting (Manav, 2007). Light has an influence on the psychology of the users of a building. With light both access to windows and artificial lighting is meant. Good lighting conditions; which provide access to natural light, make sure that the work the employee is doing is visible and the glare on screens is controlled (Becker & Steele, 1995). Often employees prefer windows over artificial light (Gifford, 2007). Positive effects of having a window are the provision of mental freedom, a chance to gain new insight and a broader perspective. It also reduces fatigue and stress. Negative effects are the heat that the sun provides and the glare on the computer screens, because of sunlight. Further Goodrich (1982) did a study out of which could be concluded that the perception of privacy increases when light levels are higher on the surface of the working spot and lower in the rest of the space. This leads to an increase of informality and creates a more relaxed working climate (Tucker & Smith, 2008), which will make the employee feel more comfortable. Latitude, season, weather conditions and the distance to windows, impact the employees' response to indoor lighting (Küller, Ballal, Laike, Mikellides, & Tonello, 2006). Correlation has been found between lighting levels and approach-avoidance behaviours (Ariffin, Nameghi, & Zakaria, 2013). When people get older their eyes change and they need more light (McCoy, 2002).

Temperature

When employees are present in the work environment they want the temperature in the office building to be pleasant. If it is too cold employees will not feel comfortable and satisfied. And if it is too warm, this can lead to discomfort and dissatisfaction. The temperature should be appropriate for the tasks that are being executed in the work place (Becker & Steele, 1995). Indoor climate standards help designers of buildings to create an indoor climate that the occupants of the building find thermally comfortable (Nicol & Humphreys, 2002). When the temperature differs from neutral conditions people experience more negative emotions (Cui, Cao, Park, Ouyang, & Zhu, 2013). Therefore the right temperature attracts and too warm or cold temperatures lead to avoidance. Satisfaction has been found to be significantly higher, when employees can control the temperature in their work environment, for example with the presence of a thermostat or operable windows (Huizenga, Abbaszadeh, Zagreus, & Arens, 2006). Thermal comfort also depends on age and health (McCoy, 2002).

Air quality

The quality of the air in the work environment is being determined by a number of variables; among others ventilation, air pollution, air flow, rate of exchange and purity (Becker & Steele, 1995). Air quality is perceived as better when there are operable windows present (Huizenga et al., 2006). People today have high expectations from the air quality, they expect high air quality; fresh air, right humidity, thermal comfort and economical to operate, when the air quality falls short of the employees expectations this can lead to discomfort (Bechtel & Churchman, 2003). A good air quality in the building provides a comfortable environment to work in (Asadi, da Silva, & Costa, 2013).

Odour

There is a link between air quality and odour (Huizenga et al., 2006; Knasko, 1993). In the research of Huizenga et al. (2006) 'air smelling bad' is mentioned as one of the three main reasons for bad air quality. Most frequently this was because of the odour of food, carpet, furniture or other people in the room (Huizenga et al., 2006). Odour can influence peoples

mood. Research has been done out of which could be concluded that people in a room with a dimethyl sulfide smell were in a less pleasant mood than people who were in a room with a lavender smell (Knasko, 1992). Another research showed that a pleasant room odour lead to a more pleasant perception and better mood (Knasko, 1997). A smell can lead to delight and nostalgia or profound disgust ("ODOUR," 1966) . A pleasant smell encourages people to stay longer (Suh, Moon, Han, & Ham, 2014), especially odours which are compatible with the setting (Knasko, 1997).

Colours

Colour is perceived visually and can be triggered by stimulation of light (Kamarulzaman, Saleh, Hashim, Hashim, & Abdul-Ghani, 2011). Colours can have an influence on people's affect, cognition and behaviour (Elliot & Maier, 2014). The colour red can evoke avoidance, blue and green may increase creative performance, and yellow may be detrimental. There are some colours that can have a calming effect or make feel people comfortable, others are stimulating. Therefore, colour has an effect on the mood of the occupant of the space (Kamarulzaman et al., 2011). Colour also has an influence on the perceived room temperature. Blue areas are perceived as cooler than red workspaces (Tucker & Smith, 2008). Further dark rooms are perceived as smaller and less spacious than light rooms. Dark rooms are also perceived as more crowded than light rooms (Oldham & Rotchford, 1983).

Sound and noise

The sound, and noise in the work environment influence employee satisfaction of the work environment. (Tucker & Smith, 2008; Eric Sundstrom, Bell, Busby, & Asmus, 1996; E. Sundstrom, Smelser, & Baltes, 2001). Individuals respond to noise differently, since the one is more sensitive to it than the other (Bechtel & Churchman, 2003). The meaning of sound plays an important role when its effects are determined. Fairly loud sounds can be perceived as desirable and relatively soft sounds as noisy, depending on what sound it is, and in which situation (Cohen & Weinstein, 1981). Control over music increases employee satisfaction (Magnini & Parker, 2009). Research found a correlation between disturbance by noise and dissatisfaction with the environment and the job (Eric Sundstrom, Town, Rice, Osborn, & Brill, 1994). Music has an influence on the perception of the environment. It also influences people, it increases relaxation, reduces nervousness, increases enthusiasm and decreases fatigue (Magnini & Parker, 2009).

Cleanliness

An important characteristic of a pleasant environment, is a clean environment. When people think a place is not clean, they tend to avoid it (Klungseth & Olsson, 2013). Cleanliness is important because it can reduce harmful contaminants in the work environment. It gives visual comfort, and prevents the spreading of illness, and therefore can reduce absenteeism. Further customers highly value cleanliness. In a research on fast food service restaurants, cleanliness was found to be the number one driver of customer satisfaction (Frank, 2012). The perception of cleanliness of the office might represent the satisfaction level of their environment (Chao, Schwartz, Milton, & Burge, 2003). Perceived cleanliness differs between people, for example asthmatics tend to perceive their work environment as less clean (Chao et al., 2003).

Space

Spaciousness is defined as "the feeling an interior provides of being open or enclosed" (Inui & Miyata, 1977, p.60). Space is a fundamental human need (Stamps, 2008). People feel

threatened if they do not have enough space. If an environment does not have enough space, this can be a stress factor. There are a number of factors which influence the perception of the spaciousness of the environment. These are horizontal area, floor area, amount of light, the amount of furniture in the room, boundary roughness and occlusion (interior partitions). Horizontal area has the largest impact on perceived spaciousness (Stamps, 2010; Matusiak & Sudbø, 2008). The amount of space provided to an employee can have an influence on the degree in which the employee feels comfortable. If the work place is too small there is not enough room to perform tasks efficiently. When a place is too crowded, negative social behaviour occurs as a result of overstimulation (Becker, 1981). Organisation of space can influence employee satisfaction. Open offices are appreciated, because they give the feeling of spaciousness. Employees prefer more working space over more space for facilities (McCoy, 2002).

Crowding

Crowding can lead to discomfort (Eric Sundstrom, Burt, & Kamp, 1980). There is a negative relation between perceived crowding, job satisfaction and workspace satisfaction. When offices are too crowded, they often provide little opportunity for privacy and concentration, this leads to it that employees find the space unpleasant, and satisfaction is low. It also leads to avoidance (Oldham & Rotchford, 1983). Crowding can occur when workstations are too close to each other (Oldham, 1988).

Furniture

The amount of furniture in the room effects spaciousness, but the furniture itself and their design can also influence whether or not an employee feels comfortable. It is important to have furniture that are comfortable, to feel comfortable (Lugosi, 2014). Comfort is defined as "the provision of support and assistance" (Motavalli & Ahmad, 1993, p. 421). Seat comfort is mostly subjectively evaluated. Someone who frequently uses the furniture is more sensitive to a lower level of discomfort. Seating comfort depends on multiple factors; seat height, seat depth, the backrest, seat width, backrest angle, seat tilt, armrest; and legroom. When these all have the right size, this will increase comfort (Motavalli & Ahmad, 1993). The evaluation of furniture is personal. Depending on size a seat will be comfortable or not. Further ergonomic education decreases discomfort and ageing can influence discomfort of older employees (May, Reed, Schwoerer, & Potter, 2004).

Signs

Signs are "charismatic, self-fulfilling prophecies of the situation they must signify" (Broadbent, Bunt, & Jencks, 1980, p. 195). It is a social and cultural evolution that the originally empty signs are 'filled in'. Signs communicate information to users (Becker, 1981). If employees can participate in selecting artwork and other artefacts for the work environment, they can personalize their work environment, and this can influence their satisfaction with the workplace (McCoy, 2002).

Supporting environment

Besides the work place, where the employee executes their tasks there is also a supporting environment in an office building, which is also part of the work environment. The different aspects of the supporting environment are discussed below.

Catering

Catering provides meals, food, and refreshments prepared away from people's home (Kahraman, Cebeci, & Ruan, 2004). As stated by Becker and Steele, the cafeteria is a part of the built work environment. The three main elements of hospitality are accommodation, food and drinks (Brotherton, 1999; Crick and Spencer, 2011). In organisations the opportunity to consume food and drinks together with colleagues are an important aspect of feeling welcome (Lugosi, 2014). Coffee and tea are the most consumed drink in the Netherlands (CBS, 2007). Further lunch is considered to be an important social gathering (Wandel & Roos, 2005). According to Juwaheer (2007) the quality of food and drinks is a basic benefit, when talking about customer satisfaction. Nowadays eating is no longer only done to satisfy hunger. Consumers want high quality food, with safety guarantees. There are a number of factors that can influence satisfaction of food. These are; colour, flavour, nutrition, freshness, quantity, comfortable service, speed of the service, temperature, quality, hygiene, and the environmental conditions of the place where they are eating; atmosphere, suitable space and music (Ko, 2010). Further temperature and portion size also influence customer satisfaction (Kipps & Middleton, 1990). People like to have options and like to have the feeling they are in control. Therefore a diversity in food and drinks to choose from, gives the employee the feeling of being in control of what they eat and drink. Both too much and too little choice can lead to dissatisfaction (Desmeules, 2002; Schwartz et al., 2002).

Safety and security

Historically, hospitality is about providing shelter to strangers, protecting them from robbery, death by exposure and murder (King, 1995). Traditionally, the safety of the guest was the most important responsibility of hospitality (Hemmington, 2007). Davis (1984) mentions shelter and security as one of the functions of a physical environment of an organisation (Davis, 1984). Compliance with health and safety regulations, security, escape routes are part of safety and security in the work environment (Reese, 2011).

Resources

In the work environment there are a number of resources needed for employees to be able to perform their job. Printers are an example of these resources. Adequate and appropriate resources can lead to it that employees can perform their job effectively and efficiently, which minimizes frustrations. When employees can participate in the purchase and control process of resources, this can influence their satisfaction. The quality and quantity of the resources can be seen as a symbol of status and may enhance satisfaction. If resources are not consistent within the organisation this can lead to dissatisfaction (McCoy, 2002).

The influence of the built environment on social interaction

The social context is important in the work environment (Stansfeld & Candy, 2006). It is suggested that physical environments represent a certain behavioural setting, which defines the nature of social interaction (Bitner, 1992). Enclosure in offices limits social interaction (E. Sundstrom et al., 2001). The location of the workplace has an influence on the frequency of interaction. When the workplace is located in a central place, or a place where a lot of people walk by, these employees are likely to interact more than when they are located in an isolated part of the building (Davis, 1984). The frequency of contact has an influence on work-related communication which is evaluated as useful by employees (Penn, Desyllas, & Vaughan, 1999). When designing an office, interaction promoting rooms can be created, such as wash rooms, copying machines areas, cafeterias, supply rooms, conference rooms et cetera. This 'traffic pattern' can have an effect on communication. The idea behind this is

that this contact and communication is necessary to create effective work performance (Kornberger & Clegg, 2004). Open doors are a gesture of hospitality (Lugosi, 2014), and can stimulate social interaction. Within social interaction a number of factors have an influence on the functional comfort. For example the number of disturbances and distractions, work interruptions and the distance between colleagues and resources (Feige, Wallbaum, Janser, & Windlinger, 2013).

Social environment

The social environment is about the surrounding people, opinion climate and social norms (Steele, 1973). Elsbach and Pratt define the social environment as the surrounding human social structures and norms (Elsbach & Pratt, 2007).

Service quality of supporting staff

There are a number of services, provided by employees, which are part of hospitality in the work environment. These are the services of the catering employees, cleaning staff and security staff. Their attitude towards the users of the building can make a difference in whether they feel welcome and comfortable or not. Service quality is a way to measure the level of service provided. Services are intangible, and therefore it is difficult to set a uniform quality. Service quality is based on the expectations of the customers. When the delivered service lives up to the expectations of the customer on a consistent basis, service quality will be perceived as high (Parasuraman, Zeithaml, & Berry, 1985). Parasuraman et al. (1985) state that there are three quality dimensions. First of all, physical quality, these are the physical aspects, for example the equipment used or the interior and exterior of the building. Secondly, corporate quality, which is the image or profile of the company. Third, the interactive quality, which is about the interaction between the employees and customers. Service quality involves the interactive quality, which is about the interaction between the employees and customers (Parasuraman et al., 1985). High service quality leads to satisfaction (Ryu, Lee, & Gon Kim, 2012) .

Reception

The reception can be described as the place where the organisation is being concretized and determined. At the reception the status of host and guest are being determined. The design and decoration of the reception can be a symbolic statement, a reception desk could be a physical divider and other elements like plants and seats can create a space which is comfortable and welcoming. When a receptionist is standing at the entrance to greet entering customers, as a host, this has three functions. First of all, it personalizes the experience, secondly it helps the organisation in being able to respond to the customers' demands and thirdly it helps gain efficiency in orientating customers. When customers have to wait, hospitality can help distract the customer, so they are less aware of it, that they are waiting (Lugosi, 2014).

Wireless Internet

Providing wireless internet for free is a gesture of generosity, which is what hospitality is about. A gesture of generosity can be used to create and affective relationship between the consumer and the organisation. Providing wireless internet can be seen as a way to compensate customers for having to wait, or to distract them, so they do not realise they are waiting (Lugosi, 2014).

Atmosphere

The atmosphere in the organisation is an important aspect which determines whether or not an employee will feel comfortable in the work environment. The atmosphere, also called the organisational climate, can influence the internal environment of the organisation and can help the organisation distinguish from other organisations. It has an influence on the employees within the organisation. The climate has an influence on the behaviour of the people in the organisation. Research has been done in which the productivity and employee satisfaction have been measured in different working climates. These climates had a significant effect on the participants. A democratic-friendly climate turned out to create the highest level of work satisfaction (Pritchard & Karasick, 1973). When the interpersonal relations are perceived as poor, this can lead to avoidance behaviour, employees will leave the office for example during coffee-breaks (Oldham & Rotchford, 1983). When the atmosphere in the organisations is good, employees will feel comfortable to be themselves and to speak up (Carmeli, Brueller, & Dutton, 2009). Ambience influences the atmosphere and is being created by a certain setting, the combination of some ambient conditions like microclimate, light, sound, texture, and smells (Becker, 1981).

Privacy

According to Steele (1973) privacy is about having control over the relation people have with their social surroundings. Privacy is related to the amount of enclosure, and the number of people in proximity (Eric Sundstrom et al., 1980). The size, shape, allocation and the division of office space can contribute to privacy (McCoy, 2002). When people do not have enough privacy they usually either cannot control who gets in contact, or prevent being overheard or observed. Whether or not informal interaction will take place, depends on how privacy is perceived (Fayard & Weeks, 2007). Sundstrom et al. (1980) state that privacy does not reduce social interaction, if you would compare it to an open plan office.

To conclude, in this section the aspects of hospitality in the work environment have been discussed. These aspects have been divided in aspects of the built environment and aspects of the social environment. Within the built environment a distinction has been made between the workplace itself and its supporting environment. With the information from the literature study an operationalization will be made of the aspects of hospitality in the work environment, to create variables which can be used in the questionnaire. During the literature study there was one topic related to the work environment that was mentioned often. This is the alternative workplace strategy. Since this is an important development within the work environment it will be discussed below.

The alternative workplace strategy

The alternative workplace strategy is a development within the work environment. 'Het nieuwe werken' is a Dutch concept which describes a new way of working, in English literature this is often called 'alternative working strategies' or 'alternative workplace practices'. In numerous companies the alternative workplace strategy has been implemented. Employees no longer have one desk where they are expected to be during working time and can decide every morning where they want to work that day. They can choose to work at the office, at home or somewhere else, for example in other offices of the company. Focus is no longer on presence, but on tasks. There are several reasons for implementing this flexible way of working. A traditional layout, with individual work stations in a corridor, a few conference rooms and offices for managers is not suitable for teamwork and communication

between staff. Important to take into consideration are: stimulating employee mobility within a building, small individual working spaces with common areas, the usage of project/conference rooms, break areas and cafeterias to encourage communication, mix people from different disciplines to increase trust and tolerance for diversity and a central location which makes it easy to approach managers (Gibson, 2003). It is expected that, with the implementation of the alternative workplace strategies, revenues will be higher and costs will be lower. Revenues will be higher because employee satisfaction and involvement will be higher, performance will increase, collaboration will be better, usage of available knowledge will be better, good image, higher customer satisfaction and sustainable entrepreneurship. The costs will be lower due to reduction of housing costs, reduction of travel and accommodation costs, reduction because less people do more work, lower ICT costs and less sick leave and unwanted conduct (Baane, Houtkamp, & Knotter, 2010). Therefore this is an important development in the work environment.

2.2 Employees perception of the work environment

All the factors mentioned in section 2.2.2 have an influence on how employees perceive the work environment. The perception of the work environment is formed by the users observation, opinion and awareness of the environment and received services (Tucker & Smith, 2008). Users can assess a workspace on many different levels, for example on a cognitive, aesthetic, affective, functional, normative, active and temporal level (Fischer et al., 2004). The perception of the hospitality aspects lead to cognitive, emotional and physiological internal responses, like beliefs, mood, attitude, pain and comfort, which influences their behaviour (Bitner, 1992).

In figure 2 the perceptual process is illustrated. Sensation is the response that immediately takes place when we see, hear, smell, taste or feel something. When these stimuli are being selected, organised and interpreted, this is called perception (Solomon, Bamossy, Askegaard, & Hogg, 2010).

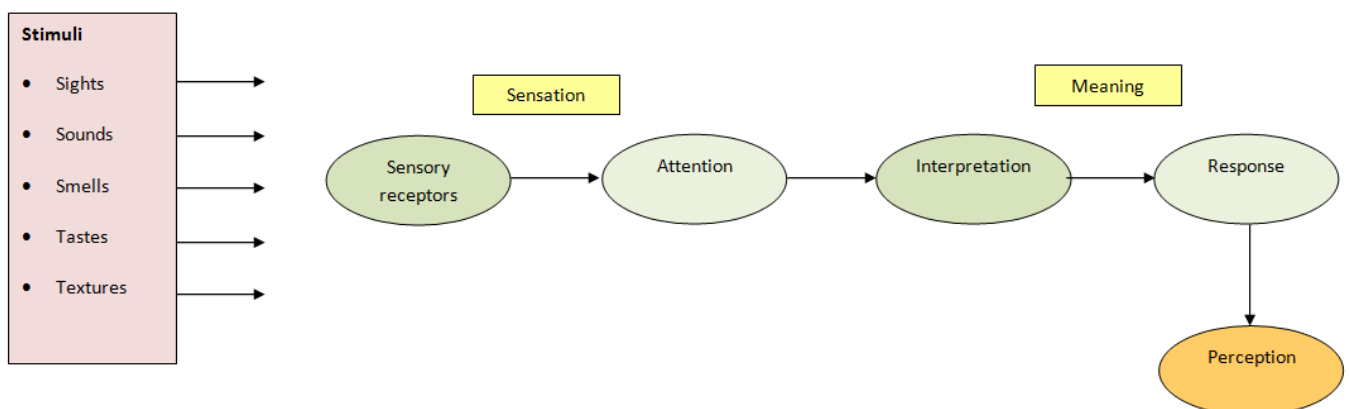


Figure 2: An overview of the perceptual process. Reprinted from: Solomon, M. R. (2010). *Consumer behaviour: a European perspective*. Pearson education.

A nice work environment also has impact on role clarity and organisational commitment, which leads to higher job satisfaction (Sardžoska & Tang, 2012). In the next section employee satisfaction will be discussed.

2.3 Employee satisfaction

Employee satisfaction, also often named 'job satisfaction' has been defined as "a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences" (Rust

et al., 1996, p.62) Job satisfaction can be described as “the workers evaluation of his or her job as a whole or the general quality of life at work” (Eric Sundstrom & Sundstrom, 1986, p.4). It is the result of how the employee perceives those things in the job that they find important. It is a multi-dimensional concept, which includes favourable and unfavourable feelings, by which the job is perceived (Gandhi, 2014). Employee satisfaction is about the needs and wants of the employees, these are satisfied when they perceive that their expectations are met or exceeded, when the value obtained in the organisation is less than what they expect, employees are dissatisfied (Locke, 1969; Rust et al., 1996). Job satisfaction is not coherent for everyone; research has concluded that disadvantaged groups have lower expectations about their job (Pagan, 2011). Employee satisfaction is influenced by ; the work itself, responsibility, growth opportunities, recognition, supervision, interpersonal relationships, work conditions, company policies and salary (Chuang, Yin, & Dellmann-Jenkins, 2009). According to the model made by Rust et al. (1996) overall employee satisfaction is driven by satisfaction with managerial processes, related to employee wellbeing; supervision, benefits, work design and work environment. In the research of Rust et al. (1996) work design and work environment were found to be the two aspects who lead to the most employee delight. Environmental-space aspects like noise, privacy, lighting, temperature, ventilation, storage, access, individual control, communication, mobility, flexibility, variety, rules, norms and standards effect employee satisfaction (Becker, 1981).

A reason for an organisation to strive for employee satisfaction is that it is expected to have an influence on productivity and the profitability of the organisation. "User satisfaction is recognized as an important factor in the success of an organization and is regarded as a key indicator of performance" (Kamarulzaman et al., 2011, p.263). Heskett et al. (1994) use the service profit chain, to link customer satisfaction and employee loyalty to profitability. The reasoning behind this is that profit and growth of an organisation are the result of customer loyalty. The loyalty is being created when customers are satisfied with the service. The customers are satisfied because of the value of the service that is provided to them by productive, loyal and satisfied employees. If employees are satisfied, they will be able to deliver high quality services (Heskett & Schlesinger, 1994). According to Ladhari et al. (2011) better service quality increases perceived service value, customer satisfaction, customer retention, financial performance, corporate image, competitive advantage and customer loyalty (Ladhari, Pons, Bressolles, & Zins, 2011).

Employees and the work environment

There are a number of attributes that can support employees in the work environment. These are first of all spatial form of settings (size, shape and character of bounding surfaces, for example: circulation paths that bring some employees into more frequent contact than others, room dividers between offices and the location of offices in relation to other elements in the building), secondly patterns of activity (location, intensity, type, flow, scheduling of activities, for example decisions about working hours), thirdly communications (implicit and explicit signals, signs, for example: memos, formal rules and regulations) and fourth the ambience (microclimate, light, sounds, texture and smells). The facility manager is concerned with the effects these characteristics have on the social and organisational system (Becker, 1981).

The influence of the physical environment on employee satisfaction

The physical environment can influence employee satisfaction, productivity and motivation. Therefore, ideally the environment supports the needs and preferences of both employees

and customers. A concept related to this topic is the servicescape, which has been elaborated in section 2.2.2. Different studies conducted in the past have shown that lighting, temperature, noise, music and colour have an influence on job satisfaction of employees (Bitner, 1992). According to Fischer et al. (2004) workplace satisfaction contributes to employee satisfaction. Also Sardžoska and Tang (2012) state that a well-designed work environment can lead to an increase of employee satisfaction, commitment and performance (Sardžoska & Tang, 2012). Tucker and Smith (2008) state that the work environment is the cause of employee engagement or disengagement. Further they state that the work environment can increase employee productivity and reduce absenteeism and complaints (Tucker & Smith, 2008). A link has been found between workspace satisfaction and job satisfaction. This link is partly formed by the ability of the employee to be able to personalize their own workspace (Fischer et al., 2004).

2.3.3 Outcomes of employee satisfaction

In this section the outcomes, which can result from employee satisfaction will be discussed. Eskildsen and Dahlgaard (2000) have highlighted the importance of satisfied employees to create the outcomes of the organisation. They state that "without satisfied and motivated employees it is impossible to produce world-class products and impossible to achieve satisfied and loyal customers" (Eskildsen & Dahlgaard, 2000, p. 1082).

According to Heskett et al. (1994) profit and growth in an organisation are created by customer loyalty. This customer loyalty is a result of customer satisfaction. And the satisfaction is influenced by the value of the services which the organisation provides to its customers. Value is being created by the employees, if they are productive, loyal and satisfied (Heskett & Schlesinger, 1994). Research has shown that there is a positive correlation between employee satisfaction and productivity (Nejati, Nejati, & Shafaei, 2007). This suggests that it can be assumed that an increase of employee satisfaction could lead to an increase of customer satisfaction, growth and profit of an organisation. The relationship between profitability, customer loyalty and employee satisfaction has been illustrated in the service profit chain (Heskett & Schlesinger, 1994). In the figure below the links within the service profit chain are illustrated.

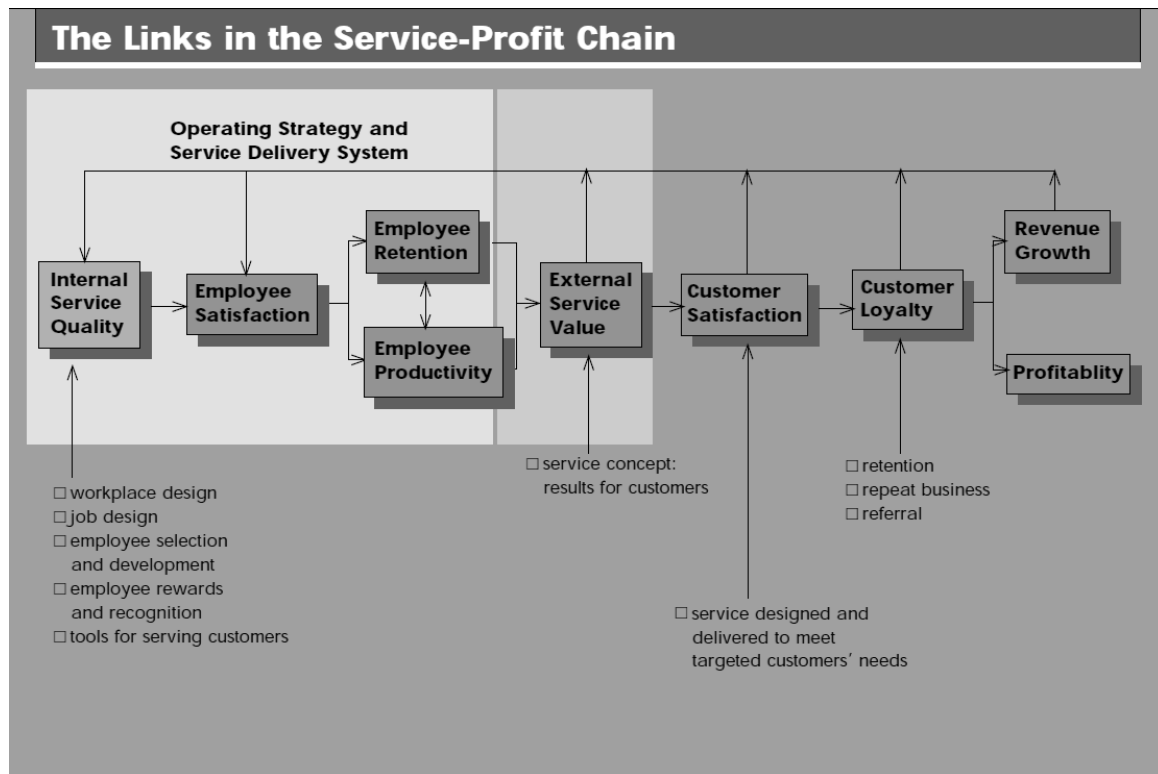


Figure 3: The links in the service profit chain, reprinted from: Heskett, J. L., Jones, T.O., Loveman, G.W., Sasser, W.E. and Schlesinger, L. A. (1994). Putting the service-profit chain to work. Harvard business review, 72(2), 164-174.

Further, Sundstrom and Sundstrom (1986) state that the physical environment can have an influence on individual outcomes, like satisfaction, performance, interpersonal outcomes, like communication and privacy, and organizational outcomes, for example effectiveness.

2.4 Conclusions theoretical background

As stated above, this chapter will answer the first two sub-research questions.

SRQ1. What are aspects of hospitality in the work environment?

In section 2.2.2 the aspects of hospitality have been discussed. These are, first of all, aspects of the physical environment: degree of natural and artificial light, temperature, air quality, odour, colour usage, acoustics, cleanliness of the workplace, bathrooms and the building overall, spaciousness, crowding, comfort and functionality of furniture, signs and the supportive environment which contains catering (quality and diversity of coffee, tea, other drinks, catering food and snacks) and security. Secondly, the social environment: service quality of employees providing supportive services (reception, cleaning, security, service desk), wireless internet, atmosphere and privacy.

SRQ2. What is the possible relation between hospitality and employee satisfaction?

Aspects of hospitality in the work environment can be divided into three categories; aspects of the physical environment and the social environment. It is known from previous research that workplace satisfaction contributes to employee satisfaction. With hospitality it is hoped to create workplace satisfaction, since aspects of hospitality should improve the work environment. Further the different services which are provided with hospitality in the work environment have an influence on the internal service quality, which, according to the service profit chain by Heskett et al. (1994) leads to higher employee satisfaction.

2.5 Theoretical framework

In figure 4 the theoretical framework of this research is being illustrated. The model shows the scope of this research and is the concluding model of the theoretical background.

The model starts with hospitality aspects in the work environment. Hospitality is about welcoming guests who are staying away from home and making them feel comfortable. The work environment consists of a built environment, and a social environment. The hospitality aspects in the work environment of Dutch banks, which have been defined in this research are; first of all aspects of the physical environment: degree of natural and artificial light, temperature, air quality, odour, colour usage, sound, cleanliness, spaciousness, crowding, furniture, signs, the supportive environment: catering, security. And secondly the social environment; service quality of employees providing supportive services, wireless internet, atmosphere and privacy. Employees will form a perception of the work environment. The perception of the work environment is formed by the users observation, opinion and awareness of the environment and received services (Tucker & Smith, 2008). This is illustrated in the second circle of the model. All the before mentioned aspects of hospitality in the work environment can be taken into consideration by the employee when the perception of the work environment is formed. It is expected that the perception of the work environment will lead to higher employee satisfaction, which is the arrow towards the last circle of the model. Employee satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences" (Rust et al., 1996, p.62). The relation between the aspects of hospitality in the work environment and employee satisfaction, is the relation which will be investigated in this research. It is illustrated by the blue circles in the theoretical framework. Other factors also influence employee satisfaction. These are among others; the work itself, responsibility, growth opportunities, recognition, supervision, interpersonal relationships, work conditions, company policies and salary. These are illustrated in the theoretical framework in the orange box. Ultimately, higher employee satisfaction leads to certain other outcomes, among others; higher productivity, service quality, higher customer satisfaction and customer loyalty. Which is expected to lead to higher revenues and profitability, according to the service profit chain, by Heskett et al. (1994). These outcomes are illustrated in the purple box of the theoretical framework. These outcomes are not the main focus of this research, however they are part of this research since questions about these outcomes will be asked during the interviews.

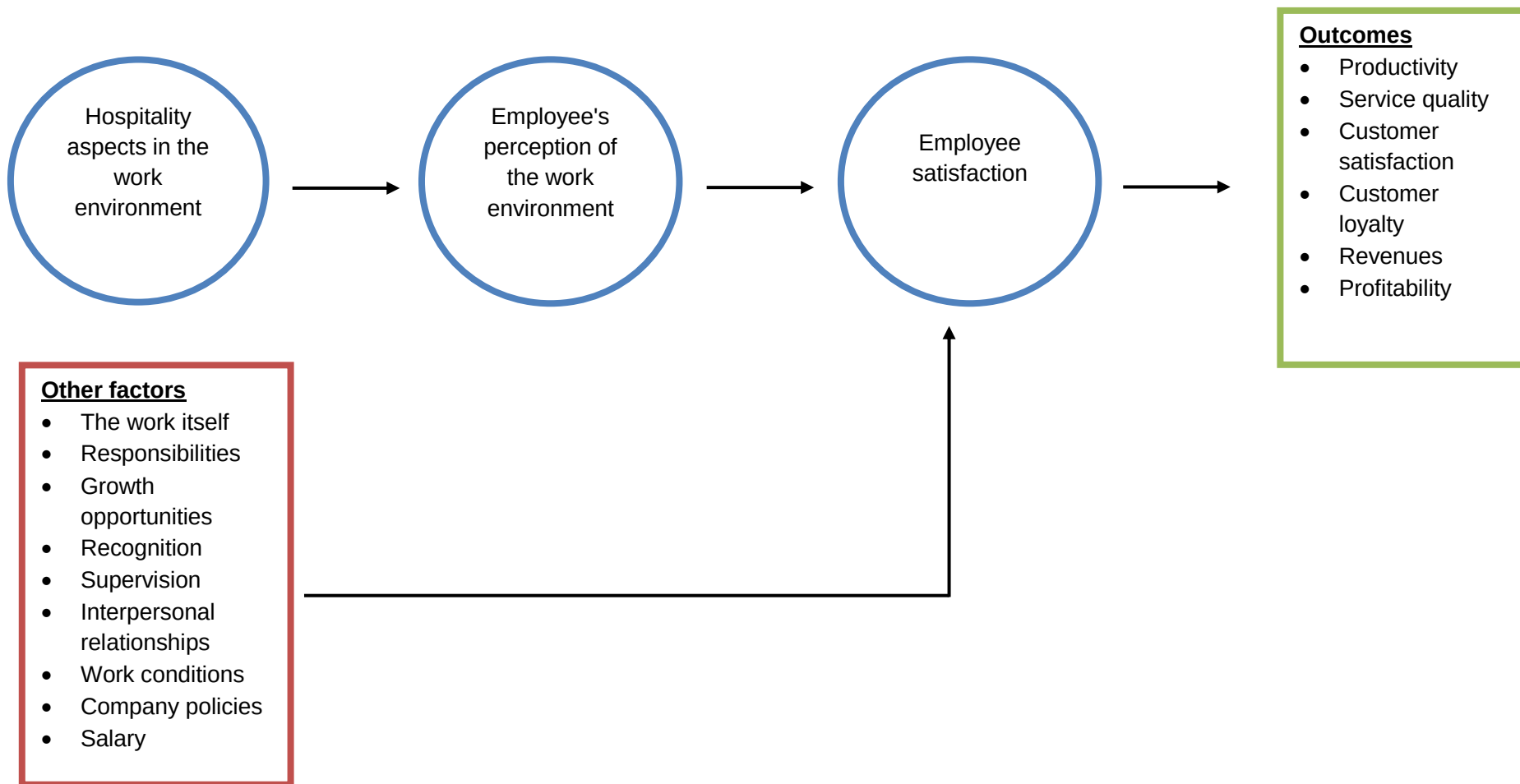


Figure 4: Theoretical framework

3. Methodology

In this chapter the methodology of this research will be elaborated. First of all a literature study has been conducted. The results of the literature study can be found in Chapter 2. Secondly an empirical study has been conducted. The research strategy of the empirical research will be elaborated in this chapter. In the first section the selection of the organisations will be discussed, followed by the method of data collection of the questionnaire (section 3.1.2) and the interviews (section 3.1.3). In section 3.1.2.1 the methods of data analysis of the results from the questionnaire will be discussed. The operationalization of the aspects of hospitality can be found in section 3.2.

3.1 Case study design

During this research the current situation of the influence of hospitality aspects in the work environment on employee satisfaction in two Dutch banks has been investigated. This by means of a questionnaire, with which the opinion of the employees on the presence of aspects of hospitality and their employee satisfaction are measured. Secondly interviews with facility managers of two Dutch banks have been conducted, to gain insight in the reasoning behind the implementation, the goals, and the expected and found results of hospitality in the work environment. During this research data collection will take place at two Dutch banks. The selection of these banks will be discussed in the next section.

3.1.1 Selection of organisations

In this section the selection of the two banks will be elaborated. Two banks have been selected to be able to compare how hospitality has been implemented. Therefore, it has been chosen to select one bank for which it is known that they have implemented the hospitality concept, nationally. And a bank for which these decisions are made locally. The two selected banks are the Rabobank and ABN Amro. For ABN Amro it is known that they have implemented a hostmanship program. The ABN Amro bank that has been selected is a large office, with around 4800 employees, and here the hostmanship program is national. The Rabobank is a large organisation, and within this organisation it has been chosen to select a local bank, with around 100 employees. Within this organisation every local bank decides if they want to implement hospitality or not. It is expected that there will be a difference between large and small banks in relation to the work environment and culture. According to Davis (1984) relationships in small buildings are more intimate, everyone knows each other. In larger buildings relationships are more progressively and impersonal. When comparing these two banks it might become clear if the hospitality concept has an effect on employee satisfaction. And if they have implemented the concept in a different way, a comparison might lead to conclusions on which aspects within the concept do (not) have an influence.

3.1.2 Questionnaire

After the literature study was completed, the knowledge gained from the literature study helped set up questions for the questionnaire. With the information provided by the literature study the aspects of hospitality in the work environment have been operationalized. The operationalization is illustrated below, in section 3.2.

The questionnaire has been uploaded online via a thesis tool website, www.thesistools.com. The facility managers in the two organisations were asked to distribute the questionnaire among the employees of the main office of their bank. Employees were able to fill in the

questionnaire during a time span of two weeks. At the Rabobank, the data collection took place at Rabobank Leerdam. Here a random selection has been made, in which 50 percent of the employees have been selected to be asked to fill in the questionnaire. They received an email from the facility manager with the question to fill in the questionnaire. Here the Dutch questionnaire has been used.

At ABN Amro, the data collection took place at the office at the Foppingadreef in Amsterdam. Here the question to fill in the questionnaire has been put in the newsmail, which the facility management department sends to all their employees once a month. In this office there are around 4800 employees. Employees got the option to either fill in the Dutch or the English questionnaire. Since a number of the employees are international and do not speak Dutch.

In the questionnaire the opinion of the employees has been asked on aspects of hospitality, present in their organisation, and on their employee satisfaction. The questionnaire consists of six multiple choice questions to categorise the employees and of 39 statements which could be answered on a 7-point Likert scale. The first 36 statements contain aspects of hospitality in the work environment for which they can evaluate whether they think it is very poor or very good (1= very poor, 7 = very good), the last three statements evaluate their employee satisfaction. With these statements the degree of satisfaction is asked (1= very dissatisfied, 7 = very satisfied). It has been chosen to use a 7-point likert scale, since research has shown that a 7-point scale has the highest test-retest reliability (Wakita et al., 2012). For the 36 statements on the aspects of hospitality the option 'not applicable' has been added, in case the aspect is not present in the work environment of the employee, or employees do not use a certain aspects. The questionnaire can be found in Appendix 1.

Sample size

For the factor analysis, the required number of respondents is 5 to 10 times the number of variables (Field, 2009). There are 36 variables, so the number of respondents should be at least $5 \times 36 = 180$.

3.1.2.1 Analysis of the questionnaire

The results of the questionnaire have been provided by the thesis tool website in an Excel file. The results have been imported in SPSS for further analysis.

Factor Analysis

The results of the questionnaire have been analysed first by means of a factor analysis. There are too many variables to all analyse separately and employees might perceive different aspects as the same. Therefore an exploratory factor analysis has been done. With a factor analysis complex interrelations can be unravelled into functional unities (Rummel, 1988). It has been chosen to do the factor analysis for both banks together. This so the same factors can be used for both banks in further analysis. There are a lot of hospitality aspects in this research, some of which are related to each other. In the factor analysis the 36 aspects of hospitality, question 7-42 of the questionnaire, have been selected as variables. The results were sorted by size, by SPSS and small coefficients, below 0.5 have been suppressed, to get a clearer overview in the results. It has been chosen to use the Varimax rotation, it is assumed that components are uncorrelated. This will also be tested in the analysis, by conducting the KMO and Bartlett's test of sphericity to be sure that the varimax rotation is the correct rotation method for this research. The KMO value can be between 0 and 1. When the value is 0, the factor analysis is probably inappropriate. When the value is

close to 1, the patterns of correlation are relatively compact, and the factor analysis will provide reliable factors. Values above 0.5 are barely acceptable, values above 0.7 are good, further counts, the higher the value, the better. The missing values in the dataset are excluded pairwise. This so the missing values are not used in the analysis, however, the other answers given by the same respondent have been included in the analysis.

After the factor analysis has been conducted the factors are being saved in SPSS as variable. The method chosen for this is regression. Since now a regression analysis will be conducted.

Multiple regression analysis

To find the relation between the aspects of hospitality in the work environment and employee satisfaction a multiple regression analysis has been conducted. The multiple regression analysis will determine the relation between the aspects of hospitality and employee satisfaction. Further it will determine which factors influence this relation, and to what extent. The explained, variance, R^2 , will give an indication to which extent aspects of hospitality explain employee satisfaction. In the analysis, the function of the employee, the age, number of years working in the organisation and gender are entered as control variables. The factors 1-8 are the independent variables and the overall employee satisfaction is the dependent variable. After this analysis had been conducted, also analysis was done with the satisfaction of the work environment and satisfaction with experience of hospitality as a dependent variable. The option 'exclude cases pairwise' has been selected again, for the same reason as in the factor analysis.

Comparing banks

The employee satisfaction and perception of hospitality aspects will be compared for the two banks. This is done to be able to conclude whether the differences between the two banks are significant. When comparing these two banks it might become clear whether the hospitality concept has an effect on employee satisfaction. And if they have implemented the concept in a different way; a comparison might lead to conclusions on which aspects within the concept do (not) have an influence.

In the analysis, the bank has been selected as the grouping value and, the 36 aspects of hospitality, question 7-42 of the questionnaire, and employee satisfaction, workplace satisfaction and hospitality experience satisfaction, question 43-45 of the questionnaire have been selected as the test variables. Here a choice has to be made between the Independent T-test and the Mann-Whitney U-test, based on the data. If data is normally distributed and number of respondents is comparable, then the T-test will be conducted. If the data is not normally distributed and/or the number of respondents between the two banks differs a lot, then the Mann-Whitney U-test will be conducted. Both tests can give a conclusion on whether or not there are significant differences between the means of the results of the two banks.

3.1.3 Interviews

Besides the questionnaire, interviews have been conducted with the facility managers of the banks. The interview is semi-structured. Questions have been made in advance, however not followed strictly. The interview questions can be found in Appendix 3. The transcripts of the interviews can be found in Appendix 4. The responses from the interviews will be coded, so useful information of the four different interviews can be compared per topic.

With the results of the questionnaire and interviews research questions 3, 4 and 5 will be answered.

3.2 Operationalization

In this section the aspects of hospitality in the work environment will be operationalized. With the operationalization concepts can be turned into indicators which are measurable. First a definition of the concept is provided, then indicators and variables are derived from the aspects of the concepts (De Vaus & de Vaus, 2001). With these indicators and variables a questionnaire has been set up.

As stated before the hospitality aspects in the work environment are being operationalized. The definition of hospitality is “client demand for hospitality is satisfied by services providing a hospitable working environment makes people feel welcome and comfortable. Examples of services related to this demand are: secretarial and reception services, help desk services, catering and vending, organisation of conferences, meetings and special events, personal services and provision of work wear” (NEN-EN15221-1, 2006, p.14).

The indicator for the different aspects will be employee evaluation, since their perception of the aspects is what influences their employee satisfaction.

In table 3 the operationalization of hospitality is provided.

Table 3: Operationalization hospitality aspects

Concept	Aspects	Variables	Question	Scale
Hospitality aspects: workplace	Spaciousness: - freedom of movement - spacious feeling	The size and layout of your workplace (including freedom of movement and spatial sense).	7	7 point Likert scale 1= very poor 7= very good
	Comfort of furniture Functionality of furniture	The layout of your workplace (e.g. sitting convenience, functionality of furniture).	8	7 point Likert scale 1= very poor 7= very good
	Light: - natural - artificial	The entry of daylight in the workplace. The artificial lighting in the workplace.	9 10	7 point Likert scale 1= very poor 7= very good
	Colour - colour of walls - colour of furniture - colour of accesories	Use of colours (e.g. colours of walls, furniture, accessories).	11	7 point Likert scale 1= very poor 7= very good
	Style of the interior - style of furniture - style of accessories - style of art objects	The style of decoration (e.g. style of furniture, accessories, art).	12	7 point Likert scale 1= very poor 7= very good
	Temperature	The indoor climate of the workplace (e.g. temperature, ventilation, humidity). The option to control indoor climate yourself.	13 14	7 point Likert scale 1= very poor 7= very good
	Air quality Ventilation	The indoor climate of the workplace (e.g. temperature, ventilation, humidity).	13 14	7 point Likert scale

	- air pollution - air flow - air purity - control over air quality	The option to control indoor climate yourself.		1= very poor 7= very good
	Odour	The smell of the workplace	15	7 point Likert scale 1= very poor 7= very good
	Sound - frequency - volume - acoustics	The acoustics (e.g. understandability, level of background noises) in the workplace.	16	7 point Likert scale 1= very poor 7= very good
	Distance to resources required to perform tasks	The accessibility of resources, necessary to perform your job (e.g. printers).	17	7 point Likert scale 1= very poor 7= very good
Hospitality aspects: Atmosphere	Privacy - protection of personal data - security - separate space for (telephone) conversations - view of third-party on computer	Sense of privacy (e.g. by protecting personal data, security, space for (phone)conversations, third party view on computer screen).	18	7 point Likert scale 1= very poor 7= very good
	Crowding - number of people in room - colleagues walking by - conversations - noise	Sense of crowding (e.g. number of people in the room, colleagues walking by, conversations in workplace, noise).	19	7 point Likert scale 1= very poor 7= very good
Hospitality aspects: Security	Feeling secure	Sense of safety in the work environment (e.g. compliance with health and safety regulations, security, escape routes).	20	7 point Likert scale 1= very poor 7= very good

	Professionalism • bold • precise • alert	The professionalism (e.g. bold, precise, alert) of the security personnel.	21	7 point Likert scale 1= very poor 7= very good
	Behaviour of security staff • friendly • service oriented	The attitude (e.g. friendliness, service orientation) of the security personnel	22	7 point Likert scale 1= very poor 7= very good
Hospitality aspects: cleaning	Clean workplace	Workplace cleanliness	23	7 point Likert scale 1= very poor 7= very good
	Clean bathrooms	Bathroom cleanliness	24	7 point Likert scale 1= very poor 7= very good
	Clean building overall	Cleanliness of the building in general	25	7 point Likert scale 1= very poor 7= very good
	Behaviour of cleaning staff • Friendly • Accessible • Respect for privacy	Attitude (friendliness, accessibility, respect for privacy) of cleaning staff.	26	7 point Likert scale 1= very poor 7= very good
Hospitality aspects: catering	Quality of coffee and tea • Flavour • Temperature • Freshness	The quality (e.g. flavour, temperature, freshness) of coffee and tea.	27	7 point Likert scale 1= very poor 7= very good
	Diversity of coffee and tea	The diversity of the offerings of coffee and tea in my work	28	7 point Likert scale

		environment.		1= very poor 7= very good
	Accessibility of coffee machines - distance to coffee machine - number of machines	The accessibility of coffee machines (e.g. distance and quantity).	29	7 point Likert scale 1= very poor 7= very good
	Quality of drinks - Flavour - Temperature	The quality (taste, temperature) of the drink offerings (e.g. soft drinks, juices, dairy).	30	7 point Likert scale 1= very poor 7= very good
	Diversity of drinks - soda - juices - dairy products	The diversity of the offerings of drinks (e.g. soft drinks, juices, dairy).	31	7 point Likert scale 1= very poor 7= very good
	Reachability of beverage vending machines - distance to the machines - number of machines	The accessibility of beverage vending machines (e.g. distance and quantity).	32	7 point Likert scale 1= very poor 7= very good
	Quality of food from catering - Flavour - Freshness - Preparation method - Presentation	The quality (e.g. flavor, freshness, preparation method, presentation) of the catering offerings (lunch and possibly warm meals).	33	7 point Likert scale 1= very poor 7= very good
	Diversity of catering food	The diversity of the catering offerings (options for lunch and possibly warm meals).	34	7 point Likert scale 1= very poor 7= very good
	Behaviour of catering employees - Helpful - Accessible	The attitude of the catering staff (e.g. helpfulness, accessibility, friendliness).	35	7 point Likert scale 1= very poor

	Friendly			7= very good
	Quality of snacks - Flavour - Freshness - Presentation	The quality (taste, freshness, presentation) of available snacks.	36	7 point Likert scale 1= very poor 7= very good
	Diversity of snacks	The diversity of available snacks.	37	7 point Likert scale 1= very poor 7= very good
	Accessibility of snacks - distance to vending machine - number of machines	The accessibility of the snacks (e.g. distance to and amount of vending machines).	38	7 point Likert scale 1= very poor 7= very good
Hospitality aspects: reception	Behaviour of receptionist - Friendly - Helpfull - Accesible	The attitude of reception staff (e.g. friendly, helpful, accessible, team player).	39	7 point Likert scale 1= very poor 7= very good
Hospitality aspects: Service desk and ICT	Wireless internet - Available - Speed - Accessible	The wireless internet network (e.g. availability, speed, accessibility).	40	7 point Likert scale 1= very poor 7= very good
	Behaviour of service desk staff - Friendly - Helpful	The behaviour (e.g. helpful, friendly) service desk staff.	41	7 point Likert scale 1= very poor 7= very good

Hospitality aspects: Social interaction	Communication and meetings with colleagues informal workplaces	Social contacts	42	7 point Likert scale 1= very poor 7= very good
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4. Results

In this chapter the results will be discussed. Section 4.1 contains the results of the questionnaire, section 4.2 contains the results of the interviews.

4.1 Results from questionnaire

The questionnaire has been filled in by 25 employees of Rabobank Vijfheerlanden in Leerdam and 166 employees of ABN Amro, from the Foppingadreef in Amsterdam. This gives a response rate of 25% and 3.46% respectively. This means that 13% of the respondents works at Rabobank and 87% at ABN Amro. Further information about the respondents can be found in Appendix 2.

4.1.1 Factor analysis

To limit the number of variables in the analysis a factor analysis has been conducted. The KMO and Bartlett's test has first been conducted to test if the factor analysis can be used. The KMO has a value of 0,839, and $p = 0,000$. This means that the results from the factor analysis are significant and can be used.

Eight factors have been formed in the factor analysis with an eigenvalue over Kaiser's criterion of 1. The explained variance in the factor analysis is $b = 0,691$. This means that the factor analysis explains 69,1% variance for the dataset. In table 4 the factors, their loadings and the Cronbach's alpha can be found. The first column lists the factors, and their variables. The second column entails the loadings from the factor analysis. The third column contains the value from the Cronbach's alpha test, which is done to see if the factor analysis is reliable. The first factor contains variables on snacks and drinks, and therefore gets the label "snacks and drinks". The second factor contains variables which influence the ambient conditions. This factor therefore gets the label "ambient conditions". The third factor contains variables on the attitude and behaviour of the security, catering and cleaning staff, and therefore gets the label "service staff". The fourth factor contains four variables related to catering and therefore receives the label "catering". The fifth factor contains crowding, acoustics, privacy and the size and layout of the workplace, the factors all influence the perception of crowding, however this name has already been used, for the variable crowding, therefore it has been chosen to label this factor "cluttering". The sixth factor contains colour and style of decoration, these are aspects of interior design and therefore this factor is labelled "interior design". The seventh factor contains light, wireless internet and behaviour of service desk staff, and is therefore labelled "light and ICT". The last factor contains quality and diversity of coffee and tea, and is therefore labelled "coffee and tea". First, a ninth factor was included in the factor analysis, however due to a very low value for Cronbach's alpha (see table 4), this factor has been excluded from further analysis.

Table 4: Factors resulting from factor analysis

Factor and questionnaire items	loading	alpha
Catering		0,894
Diversity catering	0,829	
Quality catering	0,812	
Quality snacks	0,697	
Attitude catering staff	0,659	

Snacks and drinks		0,904
Accessibility of snacks	0,840	
Accessibility of drinks	0,799	
The quality of drinks	0,592	
Diversity of drinks	0,765	
The diversity of snacks	0,588	
Ambient conditions		0,861
Indoor climate	0,781	
The control over the indoor climate	0,745	
The smell	0,630	
The workplace cleanliness	0,608	
The bathroom cleanliness	0,556	
The building cleanliness	0,523	
Service staff		0,778
Professionalism security staff	0,774	
Attitude security staff	0,743	
Attitude cleaning staff	0,685	
Attitude receptionist	0,629	
Cluttering		0,808
Crowding	0,837	
Acoustics	0,717	
Privacy	0,631	
Size and layout of the workplace	0,610	
Light and ICT		0,725
Daylight	0,656	
Wireless internet	0,594	
Behaviour service desk staff	0,591	
Artificial light	0,581	
Interior design		0,847
Colours	0,795	
Style of decoration	0,776	
Coffee and tea		0,800
Quality of coffee and tea	0,848	
Diversity of coffee and tea	0,804	
Accessibility		0,477
Accessibility resources	0,685	
Accessibility coffee and tea	0,508	

The variables social contacts, layout and comfortable furniture and, safety did not have an value above 0,5 and have therefore been excluded from the factors. This means that these factors will not be included in further analysis.

4.1.2 Regression analysis

To find the relation between the aspects of hospitality in the work environment and employee satisfaction a multiple regression analysis has been conducted. The multiple regression analysis has been done per bank. This is to get a clear overview of what factors have an impact per bank. However, for the Rabobank there were not enough respondents, and

therefore regression analysis for this bank is not possible. Including the results of Rabobank in the analysis would give similar results. However, these results would then be representative for ABN Amro, and not Rabobank. Therefore the regression analysis is only done for ABN Amro. The first regression analysis is done to find the explained variance between aspects of hospitality in the work environment and the employee satisfaction of the job overall.

In table 5, you can see the results of the regression analysis between the eight factors and employee satisfaction. The value of R square change is 0,407, this means that there is an explained variance between the eight factors and employee satisfaction of 40,7% ($p = 0.000$). The factors that are related to employee satisfaction are the factors with a significance value below 0.05. These are: catering, ambient conditions, cluttering and coffee and tea. For the ambient conditions the value is the highest; $b = 0,513$. This means that when the perception of the ambient conditions increases with 1 on the 7 point likert scale, the overall employee satisfaction increases with 0,513. For the other values of b , see table 5. From the regression analysis it can also be concluded that job position is related to employee satisfaction. The higher the number for job position level, the lower the satisfaction. This means managers are more satisfied than employees, and they are both more satisfied than interns and external/temporary employees. When moving up one level on the scale from the questionnaire (1= manager, 2=employee, 3=intern), satisfaction decreases with $b = -0,547$. Another finding in this analysis, is that the constant is pretty high. Here it is 5.711. This is almost 6 on a 7 point scale. This implies that employees are very satisfied.

Table 5: Multiple regression analysis employee satisfaction

Variable	Adjusted R^2	Δ Adjusted R^2	p	B	p2
Constant				5,711	0,000
Job position	0,051	0,051	0,024	-0,547	0,037
Age	0,043	-0,008	0,544	0,111	0,459
Years experience	0,031	-0,012	0,835	-0,079	0,475
Gender	0,023	-0,008	0,572	0,123	0,608
Hospitality aspects*	0,430	0,407	0,000		
Catering				0,468	0,000
Snacks and drinks				0,158	0,202
Ambient conditions				0,513	0,000
Attitude staff				-0,073	0,563
Cluttering				0,352	0,004
Light and ICT				0,144	0,217
Interior design				0,105	0,411
Coffee and tea				0,505	0,001

* Total of the 8 factors

The multiple regression analysis has also been conducted for the dependent variable 'workplace satisfaction'. In table 6, you can see the results of the regression analysis between the eight factors and workplace satisfaction. The value of R square change is 0,532. The factors that are related to workplace are: catering, snacks and drinks, ambient conditions, cluttering, light and ICT and, interior design. Interior design has the highest value, $b = 0,441$.

For the other values, see table 6. Further it can be concluded from the results in table 6 that age has a negative related to workplace satisfaction ($b = -0,329$). The older the employee, the less satisfied they are.

Table 6: Multiple regression analysis workplace satisfaction

Variable	Adjusted R^2	Δ Adjusted R^2	p	B	p2
Constant				5,97	0,000
Job position	-0,003	-0,003	0,386	-0,255	0,276
Age	-0,008	-0,005	0,429	-0,329	0,017
Years experience	-0,015	-0,007	0,493	-0,018	0,858
Gender	-0,024	-0,009	0,612	0,091	0,676
Hospitality aspects*	0,508	0,532	0,000		
Catering				0,429	0,000
Snacks and drinks				0,387	0,001
Ambient conditions				0,368	0,003
Attitude staff				0,197	0,086
Cluttering				0,422	0,000
Light and ICT				0,367	0,001
Interior design				0,441	0,000
Coffee and tea				0,153	0,265

* Total of the 8 factors

The multiple regression analysis has also been conducted for the dependent variable hospitality experience. In table 7, you can see the results of the regression analysis between the eight factors and the hospitality experience. The value of R square change is 0,483. The factors that are related to satisfaction with the hospitality experience are: catering, snacks and drinks, attitude staff, cluttering, light and ICT and, interior design. Light and ICT has the highest value, $b = 0,638$. For the other values, see table 7.

Table 7: Model summary multiple regression analysis hospitality experience

Variable	Adjusted R^2	Δ Adjusted R^2	p	B	p2
Constant				5,795	0,000
Job position	0,003	0,003	0,264	-0,314	0,206
Age	-0,006	-0,009	0,63	-0,155	0,280
Years experience	-0,020	-0,014	0,992	-0,063	0,552
Gender	-0,030	-0,010	0,663	0,143	0,532
Hospitality aspects*	0,453	0,483	0,000		
Catering				0,267	0,023
Snacks and drinks				0,273	0,023
Ambient conditions				0,154	0,223
Attitude staff				0,336	0,006
Cluttering				0,604	0,000
Light and ICT				0,638	0,001

Interior design				0,331	0,008
Coffee and tea				0,216	0,138

* Total of the 8 factors

Comparison of the three multiple regression analysis

In this section the results from the three conducted multiple regression analyses will be compared. In table 8 an overview can be found of the main results.

Table 8: Comparison results regression analyses

Variable	Employee satisfaction	Workplace satisfaction	Hospitality experience
Δ Adjusted R ²	0,407	0,532	0,483
Catering	0,468	0,429	0,267
Snacks and drinks		0,387	0,273
Ambient conditions	0,513	0,368	
Attitude staff			0,336
Cluttering	0,352	0,422	0,604
Light and ICT		0,367	0,638
Interior design		0,441	0,331
Coffee and tea	0,505		

b-values only displayed if significant

The explained variance between the aspects of hospitality and employee satisfaction is 40,7%, the explained variance between the aspects of hospitality and workplace satisfaction is 53,2% and the explained variance between the aspects of hospitality and hospitality experience is 48,3%. This means that the explained variance between the aspects of hospitality and workplace satisfaction is the largest. This explained variance is 4,9% higher than for the hospitality experience and 12,5% higher than for employee satisfaction. This means that the employees relate the aspects more with the workplace than with the hospitality experience.

The factors that are related to employee satisfaction are: catering, ambient conditions, cluttering and, coffee and tea. Here the ambient conditions have the highest impact ($b=0,513$), followed by coffee and tea ($b=0,505$), catering ($b=0,468$) and last cluttering ($b=0,352$). This shows that the ambient conditions (indoor climate, control over indoor climate, smell, and cleanliness) is the most important factor in this research explaining employee satisfaction.

The factors that influence workplace satisfaction are: catering, snacks and drinks, ambient conditions, cluttering, light and ICT and, interior design. Here interior design has the highest value ($b=0,441$), followed by catering ($b=0,429$), cluttering ($b=0,422$), snacks and drinks ($b=0,387$), ambient conditions ($b=0,368$) and, light and ICT ($b=0,367$). This shows that there is an explained variance between snacks and drinks, interior design and light and ICT and workplace satisfaction, but not employee satisfaction. Further it shows that there is an explained variance between coffee and tea, and employee satisfaction, but not workplace satisfaction. And that the explained variance between ambient conditions, and catering and employee satisfaction is higher than for workplace satisfaction. For cluttering on the other hand the explained variance is higher for workplace satisfaction than the employee satisfaction.

The factors that influence the hospitality experience satisfaction are: catering, snacks and drinks, attitude of the supporting staff, cluttering, light and ICT and, interior design. Here light and ICT has the highest value ($b=0,638$), followed by cluttering ($b=0,604$), attitude of supporting staff ($b=0,336$), interior design ($b=0,331$), snacks and drinks ($b=0,273$) and last catering ($b=0,267$). This shows that the highest explained variance is between light and ICT and, satisfaction with the hospitality experience, this value is higher for hospitality experience satisfaction, than workplace satisfaction. Further is shows that the factor attitude of the supporting staff only explains the hospitality experience satisfaction, and not the employee or workplace satisfaction. It also shows that there is no significant explained variance between ambient conditions and coffee and tea, and the hospitality experience satisfaction. Snacks and drinks, interior design and catering, explain workplace satisfaction more than the hospitality experience satisfaction. Light and ICT and cluttering explain the hospitality experience more than the workplace satisfaction does.

4.1.3 Mann-Whitney test

To compare the two banks there are two tests possible in this situation, as mentioned in the methodology chapter. The independent T-test and the Mann Whitney U-test. The first is being used when data are normally distributed, the second when they are not. Therefore the normality is tested. The missing values are excluded pairwise. If the significance is below 0.05, the data are not normally distributed, if significance is above 0,05 it can be assumed that data are normally distributed (Field, 2009). For ABN Amro all significance values are all $p = 0,000$. This means that for ABN Amro the data are not normally distributed. For the Rabobank a few significance values are above 0,05. However, most of them are below 0,05. Because of the larger dataset, the results from the ABN Amro are more reliable. Further the difference between the number of respondents between the two groups is very large, this is another reason why the t-test is not used. Therefore the Mann-Whitney U-test is used in this research. In the test the 36 variables, of the aspects of hospitality as well as employee satisfaction, workplace satisfaction and hospitality experience are included.

In table 9 you can see the mean values per variable, per bank, the differences between those two means and for which variables the differences between the two banks are significant. For three variables the mean is higher at ABN Amro than at Rabobank. These are: accessibility of resources, the quality of coffee and tea and the diversity of coffee and tea. The last two of those three are significant. Therefore it can be concluded that the employees of ABN perceive the quality and diversity of their coffee and tea significantly higher than the employees at the Rabobank. The size and layout, layout and furniture, colours, style of decoration, smell, acoustics, privacy, crowding, safety, professionalism of security staff, attitude of the security staff, the workplace, bathroom and building cleanliness, the attitude of the cleaning staff, the quality, diversity and accessibility of the drinks, the accessibility of snacks, the attitude of the reception staff, the wireless internet, the behaviour of the service desk staff, social contacts, the overall employee satisfaction, the satisfaction with the work environment and the satisfaction with the experience of hospitality are significantly higher at the Rabobank, compared to the ABN.

Table 9: Comparison of the banks

variable	mean ABN Amro	mean Rabobank	mean Rabo - mean ABN	p
size and layout	4,578	5,880	1,302	0,000
layout_furniture	4,819	5,720	0,901	0,001
daylight	5,145	5,880	0,735	0,000
artificial light	5,030	5,480	0,450	0,087
colours	4,259	5,440	1,181	0,000
decoration style	4,104	5,320	1,216	0,000
indoor climate	3,789	4,200	0,411	0,247
climate control	3,305	3,880	0,575	0,057
smell	4,482	5,120	0,638	0,008
acoustics	3,503	4,400	0,897	0,009
accessibility of resources	5,521	5,400	-0,121	0,362
privacy	3,455	4,560	1,105	0,001
crowding	2,777	4,120	1,343	0,000
safety	5,043	5,875	0,832	0,001
professionalism security staff	5,026	5,556	0,530	0,033
attitude security staff	5,185	5,867	0,682	0,010
workplace cleanliness	3,506	5,440	1,934	0,000
bathroom cleanliness	3,771	5,480	1,709	0,000
building cleanliness	4,255	5,560	1,305	0,000
attitude cleaning staff	5,148	6,160	1,012	0,000
quality of coffee and tea	6,000	4,760	-1,240	0,000
diversity of coffee and tea	6,012	5,320	-0,692	0,001
accessibility of coffee and tea	5,789	5,960	0,171	0,965
quality of drinks	5,244	5,840	0,596	0,033
diversity of drinks	4,821	5,920	1,099	0,000
accessibility of drinks	4,235	5,909	1,674	0,000
quality of catering	5,351	5,889	0,538	0,216
diversityof catering	5,456	5,875	0,419	0,378
attitude of catering staff	5,557	6,333	0,776	0,092
quality of snacks	5,125	5,750	0,625	0,171
diversity of snacks	4,710	5,143	0,433	0,479
accessibility of snacks	4,325	5,429	1,104	0,047
reception staff	5,699	6,261	0,562	0,014
wireless internet	5,183	5,750	0,567	0,032
servicedesk staff	5,173	5,619	0,446	0,038
social contacts	4,785	5,520	0,735	0,045
job satisfaction	5,091	5,542	0,451	0,013
workplace satisfaction	4,473	5,560	1,087	0,000
experience of hospitality	4,636	5,520	0,884	0,000

The significance level is 0,05.

In advance, it was expected that there would be a difference between large and small banks in relation to the work environment and culture. According to Davis (1984) relationships in small buildings are more intimate, everyone knows each other. In larger buildings relationships are more progressively and impersonal. In this research a higher satisfaction has been found in the smaller office, compared to the larger office, this confirms the expectation. However, since only two banks have participated in this research it cannot be concluded that the size of the office matters, when indicating satisfaction.

4.2 Results from interviews

In this section the results from the interviews with the facility managers of ABN Amro and Rabobank will be displayed per topic. For the full transcript of the interviews, see Appendix 4.

Consciously hospitable

The first topic discussed in the interviews was whether or not the bank was consciously implementing hospitality aspects and if there is policy regarding it. At ABN Amro they call it 'hostmanship' and they are really invested in it. In 2014 it was one of the main focus point within facility management. They claim hostmanship is about how to treat others, and how to welcome your colleagues, on the one hand. It is a program implemented for the Facility Management department, the program has not been implemented in the entire bank. Secondly, they talked to their suppliers about hospitality regarding catering, security, cleaning and reception. They hoped to create an atmosphere where employees felt responsible for the entire guest experience, and not just the part they are involved in. The facility department tries to be an example in this.

At the Rabobank they do not have policy regarding hospitality. However, the facility manager does focus on the service quality when selecting employees and they try to be hospitable towards their clients.

Implementation

The implementation of hospitality at ABN Amro has been a program in the facility department. To make the employees aware of their behaviour. And they have talked about it with their suppliers. For example there is a host by the main entrance of the building, welcoming all the guests that come in and helping them. This to prevent guests having to wait in line. And they are more and more asking their clients what they want, instead of choosing for them. One example is the coffee. A tasting had been organised where employees could give their preference for a certain coffee brand.

At the Rabobank no concrete actions have been taken regarding hospitality. But when, for example, catering is needed, it is externally provided and it is expected from the caterer that they provide hospitable service. And the receptionist also functions as a host.

Goal

At ABN Amro the goal of hospitality was to improve theirs, and their suppliers services and improve customer satisfaction.

At the Rabobank the goal of hospitality was to bind customers to the bank, that they want to come back and spread positive word of mouth. For the employees, they want them to feel comfortable, than you can perform better in your job. They try to create an atmosphere of 'binding and fascinating'.

Measuring effects

At ABN Amro the effects of hospitality are being measured per service. This is done by an external company who is specialised in this, they want it to be measured objectively. For example for the cleanliness, the external company knows a lot about different kinds of dirt. They visit at a random time and measure if it is clean, facility management knows when they are coming, the cleaning company does not. If it is not clean enough, there will be a second measurement, and if it is still not clean enough measures will be taken, the cleaning company then gets less money. For security and the reception they do the same, an external company does mystery visits. The total service of the reception then gets a grade and if that is not sufficient, they will be cut on what they get for their contract. In the contracts it says what level of service or cleanliness an external service provider should live up to. The contracts are output oriented.

At the Rabobank the facility department does a customer satisfaction study on a regular basis. They call it the internal customer satisfaction study. They then ask the users how they experience the services of the facility department.

Goals achieved

ABN Amro states that they are not completely finished yet with the implementation of hospitality, but they have come a long way. They covered the basis first. Hospitality is mostly about behaviour and attitude. In it about thoughtful small gestures, not about big changes.

At the Rabobank the facility manager states that the work environment is perceived positive.

Atmosphere

The atmosphere at ABN Amro has changed within the facility department. They are the ones who have implemented hospitality, and they have become more aware of things. They get the feeling that, together, they are responsible for the total service, instead of only focussing on their own task.

The atmosphere at the Rabobank is being described by the facility manager as a family. It is not very large, so everyone knows each other, the atmosphere is pretty conversational, everyone helps each other.

Employee satisfaction

Employee satisfaction is measured by HRM, this is about how satisfied employees are with their job, if they have confidence in the bank, what they think about the managers and the growth opportunities. Besides that the facility department also does a survey a few times a year to measure what the employees think of the work environment. They think the influence of the work environment on employee satisfaction is very small. The work environment will only enhance negative feelings, if an employee is already feeling bad, if things are not organised properly.

At the Rabobank the results of the (internal) customer satisfaction survey were positive. The facility manager thinks that hospitality has an influence on employee satisfaction. He thinks it is important that employees get the feeling that you listen to them.

Decision

The management team of facility management has decided that there should be invested in hospitality. They saw that there was an increase in implementation of it and got in contact

with a company how is specialised in hospitality. They have helped ABN Amro with the implementation of it. They hired the company for a year. They gave training to the facility management employees.

At Rabobank the decision to implement hospitality was done locally. Changes in the physical work environment are decided upon by the board, service related hospitality comes more from facility management. In the main office of the Rabobank they have implemented hospitality extensively, and they have completely reversed that, because it was too costly.

Alternative workplace strategy

At the ABN Amro the alternative workplace strategy has been implemented. Most of the employees work with a laptop, the last ones will follow this year. Only call desks, are still permanent workplaces. They have a lot of open spaces and no set working places. The alternative workplace strategy is not just taking away computers and the set workplaces, but it is also about behaviour. That employees think, what am I going to do today? how am I going to do that? and where am I going to do that? They now have 0.7 workplace per employee. Approximately employee presence at the office is about 50%. Often employees from the same department do sit together on one floor. On Tuesday and Thursday it is very busy in the building, because most departments have their meetings on those days. Employees can also decide to work for a day, at a different location of ABN Amro.

At ABN Amro they do not see a link between hospitality and the alternative workplace strategy. They see it as two separate things. Hostmanship is something that has only been implemented at the facility department, for them and their suppliers.

At the Rabobank they called the alternative workplace strategy 'flexible working'. In their current office they have a lot of m² for the number of employees present. They are going to merge with another bank, they will move to another office, and then the number of working places per employee go down to 0.7. Now the office is so large that everyone goes and finds their own spot. 2/3 of the employees work with a laptop. A lot of the employees feel comfortable working at the office. They have the freedom to work elsewhere, but most of them come to the office anyway. The facility manager of the Rabobank states that there is a connection between hospitality and the alternative workplace strategy. They can function on its own, however he does not believe in an environment with no hospitality. It is possible to furnish an office according to the alternative workplace strategy and that it is unsocial and uncomfortable. But I think it does stimulate when you take away the barriers. However, hospitality is timeless, in the past in the 60's and 70's people provided very much service. That disappeared and now it is returning as hospitality. The way in which this is done is might be different because the environment is different.

To conclude, at the ABN Amro, a relatively large office, there is policy regarding hospitality and concrete actions have been implemented. At the local Rabobank, a small office, there is no concrete policy and no concrete actions regarding hospitality, however it is present. The facility manager of the Rabobank also believes that in a large office hospitality is being used as an instrument, in a small office it is part of, it is just there. At ABN Amro the decision to invest in hospitality is national, at the Rabobank this decision is local. The goal for hospitality is comparable in both banks; to increase the satisfaction of the employees, working in the bank. At ABN Amro the hospitality concept has been focused on the facility management department, at Rabobank, it is focussed on everyone in the office. In both banks the alternative workplace strategy have been implemented in a certain way, both facility

managers do not think that there is a direct link between the hospitality concept and the alternative workplace strategy.

4.3 Comparison of the empirical results

In this section the results of the questionnaire are compared to the results of the interviews, to see if there are similarities or differences between what the facility managers have said during the interviews and what the employees filled in, in the questionnaire.

The first topic to be compared, is which aspects of hospitality are present in the banks. Here the answers from the interviews match the results from the questionnaire. At ABN Amro, all aspects were present, however not used, or observed by everyone, therefore sometimes the option 'not applicable' has been selected. For the Rabobank a number of aspects were not present, and these also led to high response for 'not applicable'. However, the aspects were rated by some people. This could be because external catering is hired some times for special events, and during these events cleaning might also be done during office hours. Further the facility manager of ABN Amro stated in the interview that employees were satisfied with the coffee, this was also very clearly visible in the results from the questionnaire, since the three questions regarding the coffee and tea have the highest average.

Whether or not the goals of hospitality/hostmanship have been achieved, is hard to conclude from the questionnaire, since it measurement is only done once, after implementation. At the ABN Amro the facility manager stated that they had come a long way, but were not there yet. The average satisfaction with the aspects of hospitality is 4,73. This means that the average evaluation comes closest to 'moderately good'. The facility manager of the Rabobank stated that the employees perceived their work environment positive. This matches the results of the questionnaire since the average satisfaction with aspects of hospitality is 5,46.

4.4 Comparison of the literature review and the empirical data analysis

In this section the results of the three data collection methods will be compared. Results are compared to find out if the findings from the empirical data match the information from the literature study.

All the aspects found during the literature study have been evaluated by the employees of ABN Amro. This means that all the aspects are present in their office. At the Rabobank not all these aspects were present, because it is a smaller bank.

From the literature review it could be concluded that there is a relation, between aspects in the work environment and employee satisfaction. The results from the questionnaire show that there is a explained variance between aspects of hospitality in the work environment and employee satisfaction of 40,7%. This means that the results, stated in the literature study also have been found in the empirical study. The highest influence is found to be the ambient conditions. For the variables within this factor, also in literature a link had been found with employee satisfaction. The other aspects that have an influence on employee satisfaction are; coffee and tea, catering and, cluttering. A relation between some of these aspects and employee satisfaction has also been found during the literature study.

5. Discussion

In this chapter the results of this research will be discussed.

Results of the factor analysis

In the factor analysis initially nine factors have been formed, in which 33 of the 36 variables have been assigned to a factor. The first factor is 'snacks and drinks'. It is remarkable that in the factor snacks and drinks, all the variables related to snacks and drinks have been included, except for 'quality snacks', which has been grouped in the factor 'catering'. Snacks and drinks have been grouped together, and not together with catering. This while most drinks are probably consumed during the break, when also food from catering is consumed. However, probably the drinks are more related to what is being consumed during work, like snacks. This would explain why they are placed in the same factor. All the questions regarding attitude have been grouped in one factor 'service staff' except for the variable 'attitude catering staff', this seems to be more related to catering itself, than service staff of the other services. In the factor 'ambient conditions' the indoor climate, control over indoor climate, smell and cleanliness have been grouped together. This means that the link found in literature between air quality and smell has also been found empirically. In the factor light and ICT, four variables have been grouped together, which do not seem to fall in the same category. Daylight and artificial light are something completely different than wireless internet and the behaviour of the service desk staff, however they have been put in the same factor and have an Cronbach's alpha value of 0.725. Further it is remarkable that the accessibility of coffee and tea is not in the factor 'coffee and tea', but grouped with the accessibility of resources. This can be explained by the fact that people both leave their desk to get coffee or to get other resources. They can both stimulate social interaction, and probably both are preferred at a certain distance from the work place.

Job position

In the regression analysis in which the explained variance with employee satisfaction is being tested, there is a negative relation with one of the control variables; job position. The R^2 is small, however the b-value is relatively high, $b = -0,547$ and significant. This means that when the job position is raised by 1, the average employee satisfaction decreases with 0,547. Since in the questionnaire the first job position level is manager, the second employee and the third intern, external or temporary employee, this means that managers are more satisfied than the employees. And employees more satisfied than interns. It is possible that managers evaluate satisfaction higher because they are provided with better workplaces, than the other employees or that they have less of an image of the workplace, because they are often withdrawn from it.

Coffee and tea

The factor coffee and tea only has a significant b-value, in the regression analysis for employee satisfaction. And not for workplace satisfaction or hospitality experience. This means that coffee and tea only influences employee satisfaction. Therefore employees do not associate quality and diversity of coffee and tea with hospitality or the workplace. But they do associate it with employee satisfaction. This is a very remarkable outcome, since coffee is otherwise often related to hospitality. However, in this research no relation between coffee and hospitality has been found.

The factor accessibility

In the initial factor analysis there were nine factors. The ninth factor, accessibility, has been excluded from the analysis after the Cronbach's alpha had been tested. The alpha value of accessibility was only 0,477, which is too low. And therefore the factor had to be excluded from the analysis. If the factor would have been kept in the analysis, the explained variance for employee satisfaction, workplace satisfaction and hospitality experience would be higher. This factor has also been found to significantly influence employee satisfaction and workplace satisfaction.

Effect of age

In the regression analysis of workplace satisfaction the control variable age does not seem to be significant. In the model summary the significance level is 0,429. However, in the coefficients table this variable suddenly is significant. Since this relation has a negative b-value ($b = -0,329$), this means that the older people get, the less satisfied they are with the workplace. Therefore regression has been tested with age as independent variable and the factors (catering, snacks and drinks, ambient conditions, cluttering, light and ICT and, interior design) as dependent variable. It was found that there is explained variance between age and the factor snacks and drinks. It was to be expected that age could influence perception of the work environment, because of different preferences, for example related to the alternative workplace strategy. Here no relation has been found. Only for snacks and drinks there is explained variance. This suggests that age influences preferences for a certain quality and diversity of snacks and drinks.

Factors explaining satisfaction with hospitality experience

Light and ICT and, cluttering have a high value of b in the regression analysis of hospitality experience. This means that these two factors are most related to hospitality experience. Light and ICT has the highest value, this means that light; daylight and artificial light, wireless internet and the behaviour of the service desk staff are items associated with hospitality. For the last, this is not so surprising. However that light has a higher impact on hospitality experience satisfaction than it has on workplace satisfaction is remarkable. Further, that cluttering is evaluated so highly for hospitality, also higher than workplace satisfaction is surprising at first sight. However, when linking the variables to the definition of hospitality an explanation can be found. If a workplace is crowded, there is no privacy, people do not have enough space and the acoustics is not good so others can hear their conversations, and they are often distracted, these employees will not feel welcome and comfortable. When all these variables are evaluated positively employees will feel welcome and comfortable. These findings highlight the importance of the workplace planning and decoration when implementing hospitality.

Importance of hospitality aspects

The results from this research show that there is quite a large amount of explained variance between aspects of hospitality and employee satisfaction. In the literature study also numerous other factors have been mentioned that influence employee satisfaction. Probably hospitality aspects only have a large influence when the 'primary needs' of the employees have been met. The aspects of hospitality in the work environment fall under the tertiary and quaternary employment conditions. It is expected that the primary and secondary employment conditions such as the wage, expense allowance and the work itself are good. You can compare this assumption to Maslow's hierarchy of needs. Humans strive for the gratification of needs in a higher hierarchy when the needs of the lower hierarchy are met.

Lower levels of basic human needs have to be met before meeting higher level needs (McLeod, 2007). Assuming this theory applies for the employees in Dutch banks, it means that the lower levels have been met, when employees and employers strive for an experience of hospitality. If the four lower levels have not been met, it is expected that the same research would give different results.

Employee perception

This research measures the employees' perception of the work environment. Perception is personal, every individual perceives the same environment in a different way. Individual differences can affect perception, and how employees assess their work environment, only partly relates to the environmental features. It is also affected by their feelings and sense of identity (Fischer et al., 2004). Also Wilde (1994) highlights these differences. What one person considers as 'satisfactory' another might perceive as 'only fair' and a third person might perceive the same aspect as 'good'. For example a comfortable temperature is very personal. The temperature that is defined as comfortable by a majority of people, is being perceived to cold or too warm by around 20% of office workers (Sundstrom et al., 2001). Also culture, education, genetics and socio-economic level can influence perception, for example of colour schemes (Kamarulzaman et al., 2011). However, when a large enough sample gives their opinion on their perception, it is expected that it will give a good indication of how the hospitality aspects in the work environment are perceived.

6. Conclusions and recommendations

In this chapter first the conclusions will be presented, by answering the sub research questions and the main research question. Secondly, recommendations for the banks and recommendations for further research will be done.

SRQ1. What are aspects of hospitality in the work environment?

The work environment consists of a physical environment and a social environment. The aspects of hospitality in the physical environment, that have been found in literature are: degree of natural and artificial light, temperature, air quality, odour, colour usage, sound, cleanliness, spaciousness, crowding, furniture, signs, and the supportive environment which includes catering and security. Secondly the aspects of hospitality in the social environment that have been found in literature are: service quality of employees providing supportive services, wireless internet, atmosphere and privacy.

SRQ2. What is the possible relation between hospitality and employee satisfaction?

Aspects of hospitality in the work environment can be divided into two categories; the physical environment and social environment. It is known from previous research that workplace satisfaction contributes to employee satisfaction. With hospitality it is hoped to create workplace satisfaction, since aspects of hospitality should improve the work environment. Further the different services which are provided with hospitality in the work environment have an influence on the internal service quality, which, according to the service profit chain leads to higher employee satisfaction.

SRQ3. What aspects of hospitality are present in the work environment of Dutch banks?

In large banks more of the aspects are present than in smaller banks. For example catering and security staff are present at the head office of ABN Amro but not at Rabobank Leerdam.

Aspects present at ABN Amro: All the aspects of hospitality, mentioned in this research are present in the ABN Amro building at the Foppingadreef in Amsterdam. However, some of the aspects got a relatively high response for 'not applicable', this is probably because not all employees use the services. The safety and security aspects, beverages aspects, catering and snacks aspects were those items. The highest rate of those was for quality of the drink offerings and the diversity of the offerings of drinks, with 43 times 'not applicable'. This is 22.5% of the respondents.

Aspects present at Rabobank Leerdam: The facility manager stated that there was no catering at their bank, and therefore variables the quality and diversity of the catering offerings and the attitude of the catering staff are not present. There is also no security staff, cleaning is mostly done in the evening, therefore the employees do not often meet the cleaning staff. This is being confirmed by the number of times the option 'not applicable' has been selected in the questionnaire. Also the questions regarding the snacks; the quality, diversity and accessibility of the snacks often have been marked as 'not applicable'.

SRQ4. What is the influence of the aspects of hospitality on employee satisfaction?

From the multiple regression analysis it can be concluded that the eight factors, which contain aspects of hospitality in the work environment, explain employee satisfaction for 40,7%. This relation is large, considering aspects of hospitality in the work environment is only one of the numerous aspects that can influence employee satisfaction. In the literature

review numerous other aspects like the work itself, responsibilities, growth opportunities, recognition, supervision, interpersonal relationships, work conditions, company policy and salary been found, which influence employee satisfaction. When the aspects of hospitality explain already 40.7% of the employee satisfaction, this would mean that all the other factors together can only explain employee satisfaction for the remaining 59.3%.

The factors within this research which have an significant influence on employee satisfaction are ambient conditions, catering, cluttering and, coffee and tea. Out of which the factor ambient conditions, which contains the variables (control over) indoor climate, smell and cleanliness of workplace, bathrooms and the building overall, is the one with the largest impact ($b=0.513$). This means that providing a good, controllable climate, a pleasant smell and a clean work environment is the best option for improving employee satisfaction, according to this research. When this factor is evaluated with one point higher on the 7-point likert scale, this will increase employee satisfaction with 0.513. Secondly, the factor coffee and tea also scored high ($b=0.505$). This means that improving the quality and diversity of coffee and tea is another way, to relatively easily improve the employee satisfaction. Further improvements in catering and in size, layout, acoustics, crowding and privacy can positively influence employee satisfaction. The other factors are not statistically significant. Job position, has found to have a negative relation on job satisfaction. Meaning that managers are more satisfied than employees, and employees more satisfied than interns and external/temporary employees.

SRQ5. To what extent do banks consciously create a hospitable work environment in their companies and what outcomes are expected?

At Rabobank Leerdam there was no conscious implementation of hospitality in the work environment, however most aspects of hospitality are present in the work environment. And rated relatively high by the employees. At ABN Amro the conscious implementation of hospitality is limited to the facility department. They have tried to make the employees of the facility department more aware of their environment and given them the feeling that they, together, are responsible for a good work environment, and in consultation with their suppliers, who deliver the services such as reception, cleaning and security. They have implemented hostmanship to improve the services they provide to the employees of ABN Amro and with that, improve customer satisfaction.

In the methodology it was already mentioned that relationships in small banks are more intimate, and everyone knows each other. In larger buildings the relationships are more progressively and impersonal. This explains why, in larger banks, it is necessary to be consciously improve the work environment, to create a pleasant work environment to work in. In smaller banks, this comes more naturally.

For what purpose, if so, are hospitality aspects being implemented in the work environment of Dutch banks and to what extent does this impact employee satisfaction?

Hospitality aspects are implemented to make employees and customers feel more welcome and to make their lives easier. At ABN Amro the focus of hostmanship is on doing everything right for the customers of the bank. When they enter the building, and the conversation with the bank employee with a positive attitude, it is expected the conversation will go more fluid than when the reception of the guest was not done properly. At the Rabobank the goal was

to bind customers and to bind and fascinate their employees. This was related to the facility services provided in the office. Because, the facility manager at the Rabobank stated that there was no conscious implementation of hospitality. Depending on the size of the office, a lot of aspects of hospitality are present. Most of the present aspects can be assigned to the factors snacks and drinks, catering, coffee and tea, the attitude of the service staff, the ambient conditions, crowding, interior design, light and ICT and, accessibility.

In this research an explained variance has been found between hospitality aspects and employee satisfaction of 0.407. This means that the aspects of hospitality impact employee satisfaction to a pretty large extend, namely 40.7%. The factors ambient conditions, catering, cluttering and, coffee and tea influence on employee satisfaction. Out of which the factor ambient conditions, which contains the variables (control over) indoor climate, smell and cleanliness of workplace, bathrooms and the building overall, is the one with the largest impact ($b=0.513$). This means that providing a good, controllable climate, a pleasant smell and a clean work environment is the best option for improving employee satisfaction, according to this research. When this factor is evaluated with one point higher on the 7-point likert scale, this will increase employee satisfaction with 0.513. Secondly, the factor coffee and tea also scored high ($b=0.505$). This means that improving the quality and diversity of coffee and tea is another way, to relatively easily improve the employee satisfaction. Further improvements in catering and in size, layout, acoustics, crowding and privacy can positively influence employee satisfaction. The other factors are not statistically significant. Job position, has found to have a negative relation on job satisfaction. Meaning that managers are more satisfied than employees, and employees more satisfied than interns and external/temporary employees.

In this research the regression has also been tested between aspects of hospitality and workplace satisfaction and hospitality experience. The explained variance between aspects of hospitality and employee satisfaction is only a little bit smaller than the explained variance between aspects of hospitality and hospitality experience, 40.7% and 48.3% respectively. This means that employees relate the aspects of hospitality almost just as much to their overall job satisfaction than they do to their satisfaction with the hospitality experience. As stated in the discussion, this probably would not be the case if the other aspects influencing employee satisfaction would not be acceptable. Implying that the employees are satisfied with like the work itself, responsibilities, growth opportunities, recognition, supervision, interpersonal relationships, work conditions, company policy and their salary. Further the aspect coffee and tea, is only related to employee satisfaction and not related to workplace satisfaction and hospitality experience. Another remarkable outcomes is that light and ICT and, cluttering are the factors that influence satisfaction with the hospitality experience the most.

Recommendations for further research

In this research an explained variance of 40.7% between aspects of hospitality in the work environment and employee satisfaction has been found. This means that the eight factors of this research together, explain employee satisfaction for 40.7%. Out of which some factors have an higher influence than others. Conclusions can be drawn for only one bank in this research. Therefore it is recommended to do further research in other banks and also other sectors to see if, in those organisations, the same results will be found.

Employee satisfaction is only one of the possible outcomes, of the implementation of aspects of hospitality in the work environment. Consultants also claim other outcomes. It is recommended to do research to find scientific proof, for these expected outcomes.

In the factor analysis five variables were excluded from further research, one of these is the social contacts. Social contacts and the relation among employees, could have an impact on employee satisfaction. Further research on this topic is recommended.

Recommendations for banks

There has been found an explained variance of 40.7% between aspects of hospitality and employee satisfaction. Therefore it is recommended to banks to implement aspects of hospitality in the work environment. With a few relatively small interventions employee satisfaction can be increased. For example by increasing the quality and diversity of coffee and tea, cleanliness, smell or climate. These have found to highest influence on employee satisfaction in this research. Other factors that influence the employee satisfaction, and therefore can increase employee satisfaction, found in this research are: catering and cluttering.

From the results it can also be concluded that when time and effort are invested in improving aspects of hospitality, and the opinion of the employees is asked, this seems to lead to higher satisfaction. From the interview with ABN Amro it became clear that a lot of time and effort had been invested in finding the right coffee. This has lead to high satisfaction on this aspect. At the Rabobank the opinion of the employees has been taken into account when re-designing the office, and they score relatively high on these aspects. Therefore it can be implied that taking the employees' opinion into account, does lead to higher satisfaction. Therefore it is recommended to ask employees for their opinion, and try to take this into account when implementing hospitality in the work environment.

7. Limitations

In this chapter the limitations of the research will be discussed.

Reliability

The results, following from the questionnaire can be evaluated as reliable. A large number of respondents has filled in the questionnaire. When the same questionnaire will be used in a following research, it is assumed the results will be comparable. One point of attention is the 7 point likert scale. One of the respondents commented that it is unclear in the questionnaire what the points 2 to 6 stand for on the likert scale. At the thesis tool website it was not possible to put text above every point of the likert scale, therefore only for point 1 and 7 the indication 'very poor' and 'very good' were present. This is a limitation of the thesis tool website, and therefore a factor that makes the data less reliable, since there was own interpretation of the respondents for the points 2 till 6 on the likert scale. When a definition for the meaning of these numbers were provided, reliability would be higher. The reliability would also be higher if the research had a larger number of respondents, from more different banks.

For the interview results, the reliability is lower. A semi-structured interview is used. This means that, when repeating the research other questions could be asked, and they might lead to different answers. Since interview questions have been set up in advance, the questions, topics and therefore also the answers will be comparable. The same results cannot be guaranteed, but it is expected that the results will be comparable.

Sample size

In advance of the research the required sample size has been calculated. The number of required respondents was 180. This means that the actual number of respondents met the minimum requirement. From the respondents, 25 work at the Rabobank and 166 at ABN Amro. Therefore mainly the results of ABN Amro have determined the result in the factor analysis. It also means that the number of respondents of Rabobank was too low to conduct the regression analysis. A larger number of respondents would be preferable. For ABN Amro the number of respondents was large enough to do the regression analysis and to be able to provide a valid conclusion.

Further it is questionable if the respondents are a representative part of the total population. At the ABN Amro there are also international employees. Therefore the questionnaire has been distributed in both Dutch and English, to give everyone the opportunity to fill in the questionnaire. However, only results came from the Dutch questionnaire, none for the English version. This means that one segment within the population did not give their opinion. It is possible that, because of cultural differences, they have a different perception of their work environment, than the Dutch employees. Now, it is not possible to deduct this from this research. However, the largest part of the employees in Dutch banks, will have a Dutch nationality. Therefore it can be assumed that the respondents give a representative image of the total population.

Internal validity

The relation found in the analysis between aspects of hospitality in the work environment and employee satisfaction, in the current setting, seems internally valid. The numbers give a very clear conclusion on the effect and other variables do not explain the same results. However, in this research it is possible to provide other explanations, for evaluations of specific variables. For example the alternative workplace strategy can influence the perception of

spaciousness, privacy, crowding and acoustics. Also according to Vischer (2008) "one of the most consistent findings from user surveys is that office workers are dissatisfied with the 'open plan' office, whether this is due to noise levels, distractions, lack of privacy or the sameness of 'cubicles' " (Vischer, 2008, p.99). The 'open plan' office has been further implemented at ABN Amro than at Rabobank. Therefore this could also be a possible explanation for the difference in satisfaction. Further the aspects privacy and crowding have a relatively low average. Boyce (1974) has found a decrease in satisfaction on privacy after a change from a conventional to an open office (Oldham and Rotchford, 1983). Further Becker and Steele (1990) highlight the importance of employee involvement in the design of the work environment. They state that the perception is influenced, if employees are involved in the design process. At Rabobank Leerdam, the employees opinion has been asked and used in the design process. This could be a possible explanation for the higher satisfaction at Rabobank Leerdam.

Some of the respondents mentioned other aspects that influenced their satisfaction, that were not part of the questionnaire. For example the costs of the catering, payment methods, and opening hours of catering. These are not defined as aspects of hospitality, and therefore not included in this study.

External validity

This research focuses on the Dutch banking sector and involves two Dutch banks. Initially the plan was to conduct this research in four Dutch banks. However, the other banks were not willing to participate and therefore this research has been conducted in two banks. If four banks would have participated, there would be more respondents, which make the results more reliable and the comparison of the banks would be more valuable. Since now there are a lot of differences between the two banks, some of these differences might explain the differences found in this research. Therefore it cannot be assumed that the found differences are because of a different implementation of hospitality.

The findings in the two banks are not the same. This means it cannot be concluded that that results would be comparable for other companies in the sector. Therefore the results of this research are not externally valid. Further research would have to be conducted to be able to conclude if the same results can be expected all banks. It is also not possible to generalize the findings of this research to other sectors.

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Appendix 1: Questionnaire

Since most of the employees in the Dutch banks are native Dutch speaking, it has been chosen to provide the questionnaire in Dutch. At the ABN Amro also a English questionnaire has been distributed, however, only respondents came from the Dutch questionnaire.

Beste respondent,

Hartelijk bedankt dat u mee wilt doen aan dit onderzoek. Mijn naam is Janet van den Boomen. Dit onderzoek voer ik uit als afronding van mijn opleiding Management, Economics and Consumer Studies, aan de Wageningen Universiteit. Het doel van mijn afstudeeronderzoek is om te achterhalen wat de invloed is van beleefde gastvrijheid in de werkomgeving op de werknemerstevredenheid in de financiële sector.

U doet uiteraard geheel vrijwillig mee aan dit onderzoek, dat bestaat uit een algemeen gedeelte van 5 vragen en aansluitend 38 stellingen. Uw antwoorden worden geheel anoniem verwerkt en alleen voor onderzoeksdoeleinden gebruikt. Het invullen van deze vragenlijst duurt ongeveer **5 minuten**.

Bij eventuele vragen kunt u altijd even contact opnemen met mij via janet.vandenboomen@wur.nl

Alvast bedankt voor uw tijd.

Algemene vragen

De eerste zes vragen zijn bedoelt om u, als respondent in te kunnen delen in een bepaalde categorie. Deze vragen zijn meerkeuze vragen en het is de bedoeling dat u een optie selecteert.

1. Bij welke bank bent u werkzaam?
 - ☐ ABN Amro
 - ☐ Rabobank
2. Op welke afdeling bent u werkzaam?
 - ☐ Ondersteuning (o.a. FM, HR, ICT)
 - ☐ Klantcontact (o.a. sales, klantenservice)
 - ☐ Management (o.a. risk, project, proces)
 - ☐ Particulieren
 - ☐ Bedrijven
 - ☐ Marketing en communicatie
 - ☐ Directie
 - ☐ Anders; namelijk...
3. Wat is uw functie?
 - ☐ Manager (hoofd van afdeling, team leider etc.)
 - ☐ Medewerker
 - ☐ Stagiair of externe/tijdelijke medewerker
4. Wat is uw leeftijd?
 - ☐ <25
 - ☐ 25-35
 - ☐ 36-45
 - ☐ 46-55
 - ☐ 56+
5. Hoeveel jaren bent u werkzaam binnen deze organisatie?
 - ☐ 0-1 jaar
 - ☐ 2-3 jaar

- 4-5 jaar
- 6-10 jaar
- 11 jaar of meer

5. Wat is uw geslacht?

- Man
- Vrouw

Kwaliteitsbeleving gastvrijheid aspecten

In dit gedeelte van de vragenlijst kunt u telkens op een 7-punts schaal, van zeer slecht (1) tot zeer goed (7) aangeven hoe u de verschillende aspecten van uw werkomgeving ervaart. Bij vragen die u niet kunt of wilt invullen, kunt u kiezen voor de optie 'niet van toepassing' (nvt).

Ze er slecht	Slecht	Enigszins slecht	Neutraal	Enigszins goed	Goed	Ze er goed	nvt
1	2	3	4	5	6	7	

De werkplek

7. De omvang en indeling van uw werkplek (o.a. bewegingsvrijheid, ruimtelijk gevoel).
8. De inrichting van uw werkplek (o.a. zit gemak, functionaliteit van meubilair).
9. De toetreding van daglicht op de werkplek.
10. De kunstverlichting van de werkplek.
11. Het kleurgebruik (o.a. kleur van muren, meubels, accessoires).
12. De stijl van inrichting (o.a. stijl van meubels, accessoires, kunstobjecten).
13. Het binnenklimaat van de werkplek (o.a. temperatuur, ventilatie, luchtvochtigheid).
14. De mogelijkheden om het binnenklimaat in de werkomgeving zelf te regelen.
15. De geur op de werkplek.
16. De akoestiek (o.a. verstaanbaarheid, niveau achtergrondgeluiden) op de werkplek.
17. De toegankelijkheid van hulpmiddelen om het werk uit te voeren (o.a. printers).

Sfeer in de werkomgeving

18. Gevoel van privacy (o.a. door bescherming persoonsgegevens, beveiliging, ruimte voor (telefoon)gesprekken, zicht van derden op computerscherm)
19. Het gevoel van drukte (o.a. hoeveelheid mensen in een ruimte, langslopende collega's, gesprekken in werkruimte, lawaai).

Veiligheid

20. Het gevoel van veiligheid in de werkomgeving (o.a. naleving arbo, beveiliging, vluchtroutes).
21. De professionaliteit (o.a. doortastend, secuur, alert) van het beveiligingspersoneel.
22. De houding (o.a. vriendelijkheid, servicegerichtheid) van het beveiligingspersoneel.

De schoonmaak

23. De reinheid van de werkplek.
24. De reinheid van het sanitair.
25. De reinheid van het gebouw in het algemeen.
26. Het gedrag (o.a. vriendelijkheid, toegankelijkheid, respect voor privacy) van de schoonmakers.

Catering

27. De kwaliteit (o.a. smaak, temperatuur, versheid) van koffie en thee.
28. De diversiteit van het aanbod aan koffie en thee in mijn werkomgeving.
29. De bereikbaarheid van koffieautomaten (o.a. afstand tot en hoeveelheid).
30. De kwaliteit (o.a. smaak, temperatuur) van het drankaanbod (o.a. frisdrank, sappen, zuivel).
31. De diversiteit van het drankaanbod (o.a. frisdrank, sappen, zuivel).

32. De bereikbaarheid van drankautomaten (o.a. afstand tot en hoeveelheid).
33. De kwaliteit (o.a. smaak, versheid, bereidingswijze, presentatie) van het eten van de catering (lunch en evt. warme maaltijd).
34. De diversiteit van het cateringaanbod (keuzemogelijkheden voor lunch en evt. warme maaltijd).
35. De houding van het catering personeel (o.a. behulpzaamheid, toegankelijkheid, vriendelijkheid).
36. De kwaliteit (o.a. smaak, versheid, presentatie) van de beschikbare tussendoortjes.
37. De diversiteit van de beschikbare tussendoortjes.
38. De bereikbaarheid van de tussendoortjes (o.a. afstand tot en hoeveelheid snackautomaten).

Receptie

39. Het gedrag van de receptionist (o.a. vriendelijk, behulpzaam, toegankelijk, meedenkend).

Service desk en ICT

40. Het draadloos internet netwerk (o.a. beschikbaarheid, snelheid, toegankelijkheid).
41. Het gedrag (o.a. behulpzaam, toegankelijk, vriendelijk) van service desk personeel.

Sociale contacten

42. De mogelijkheden om ontmoetingen te hebben met collega's (o.a. informele werkplekken).

Werknemer tevredenheid

In dit gedeelte kunt u op een 7-punts schaal, van zeer ontevreden (1) tot zeer tevreden (7), uw mate van tevredenheid aangeven over een drietal aspecten.

Ze er ontevreden	Ontevreden	Enigszins ontevreden	Neutraal	Enigszins tevreden	Tevreden	Ze er tevreden
1	2	3	4	5	6	7

43. Uw baan in het algemeen (o.a. erkenning, leidinggeven, persoonlijke relaties, arbeidsvoorwaarden, beleid van de organisatie, salaris, werkzaamheden, verantwoordelijkheden en groeimogelijkheden).

44. Uw werkomgeving, in algemene zin.

45. De gastvrijheidsbeleving in de werkomgeving in het algemeen.

Indien u nog opmerkingen heeft betreffende deze vragenlijst kunt u deze hieronder vermelden.

Dit was de laatste vraag van de vragenlijst.

Bedankt voor uw deelname aan het onderzoek!

Appendix 2 : Results from questionnaire

In this appendix the background information on the respondents from the questionnaire will be displayed. These are the answers to the six general questions in the questionnaire.

The respondents

At the Rabobank there were 25 respondents, this is around 50% of the emailed population and 25% of the employees of the bank. At ABN Amro there were 166 respondents, out of around 4800 employees. This gives a response rate of around 3.46%. This means that 13% of the respondents are working at Rabobank and 87% at ABN Amro, see figure X.

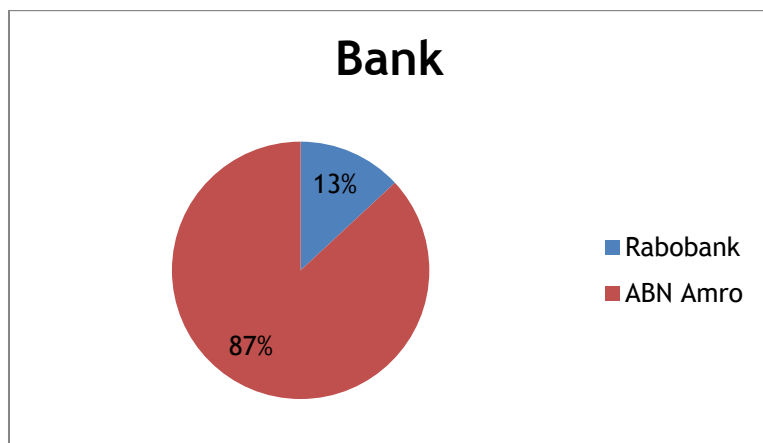


Figure 5: Division of respondents per bank

The second question of the questionnaire asked in which department the respondent was working. 39% was working in supporting departments like FM, HR, ICT, 4% in customer contact, 16% in management, 16% in private banking, 7% in corporate banking, 5% in marketing and communications, 2% is on the board, and 11% is working in the remaining departments.

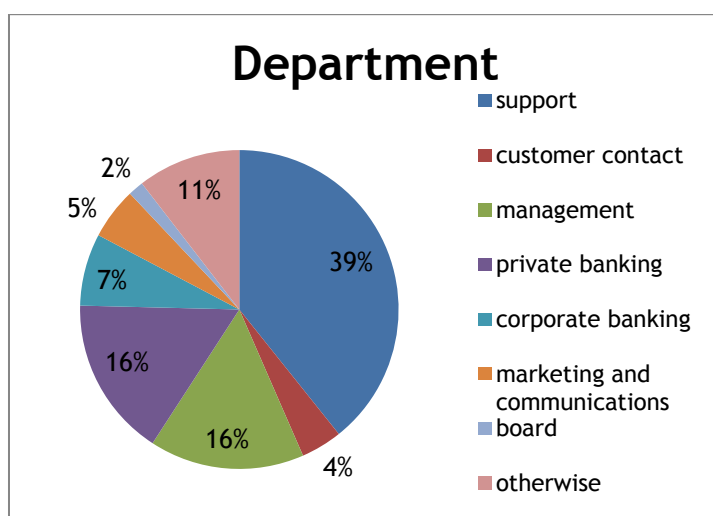


Figure 6: Division of respondents per department

From the respondents 20% works on a management level, 74% as regular employee and 6% as intern or external employee.

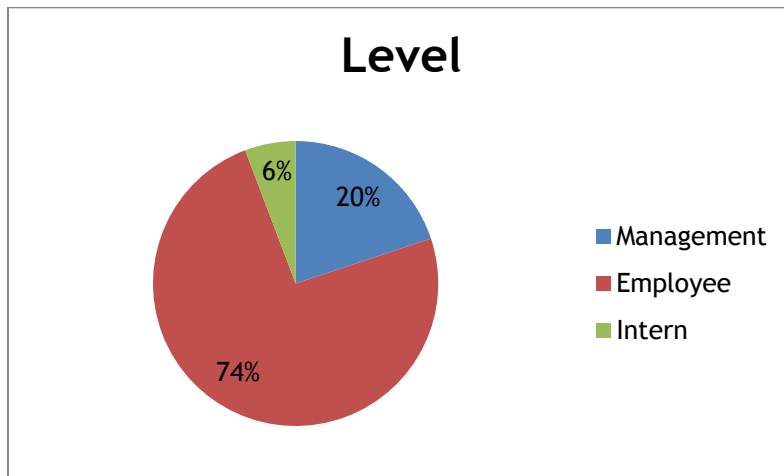


Figure 7: Division of respondents per level

The age of the respondents: 1% was below 25, 20% between 25 and 35, 26% between 36 and 45, 36% between 46 and 55 and 17% is older than 56.

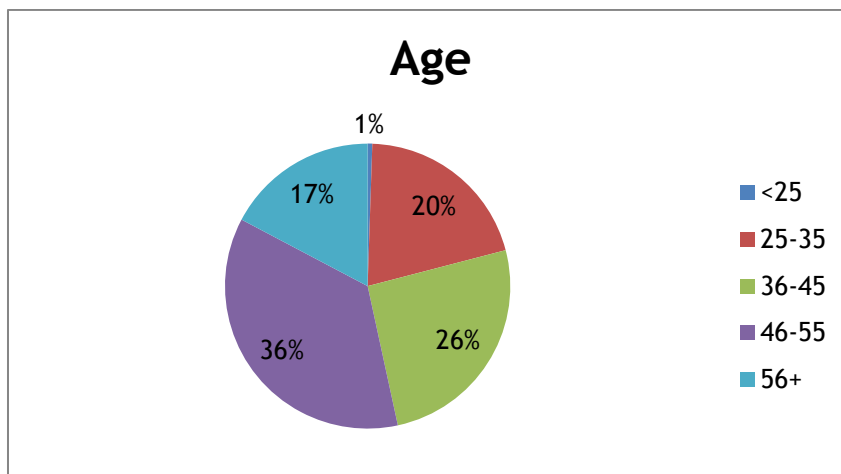


Figure 8: Age division of respondents

By far the most employees who filled in the questionnaire have been working in their current organisation for over 11 years, this is 69% of the respondents. 11% has been working in the organisation for less than two years, 7% for 2 to 3 years, 4% for 4 to 5 years and 9% for 6 to 10 years.

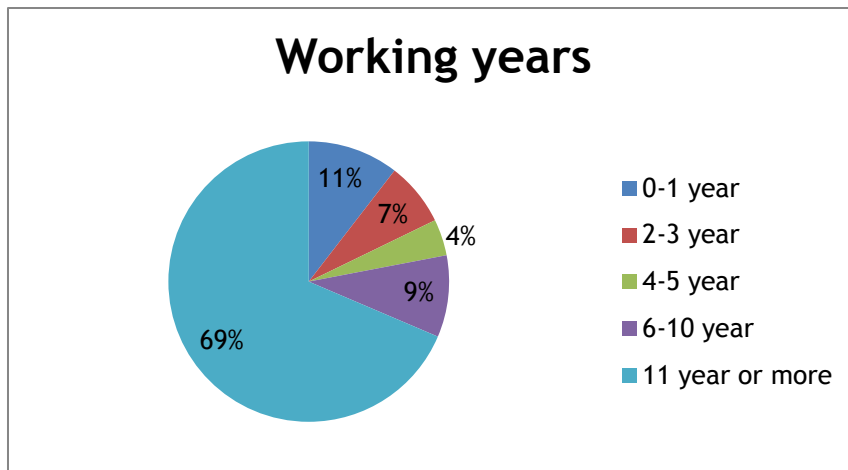


Figure 9: Division of the respondents in number of years in the organisation

The gender division of the respondents is 57% male, 43% female.

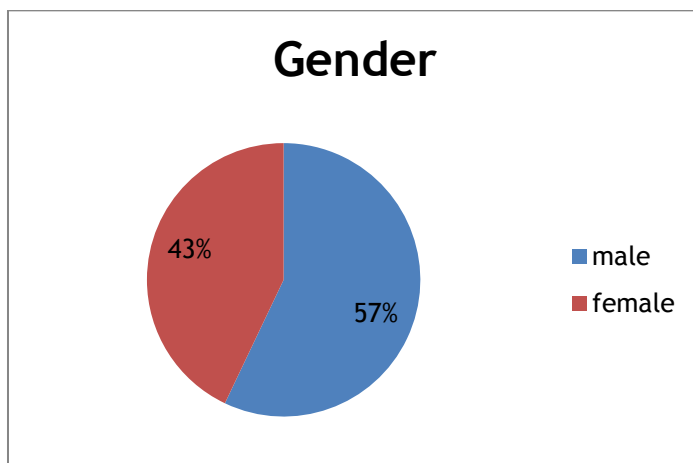


Figure 10: Division of respondents per gender

Appendix 3 : Interview questions

Gastvrijheid

1. Wat verstaat u onder gastvrijheid?

Bewust gastvrij

2. Bent u bewust bezig met het gastvrij maken van de werkomgeving? (Is de werkomgeving zo ingericht dat deze als gastvrij kan worden ervaren? Is er beleid betreffende gastvrijheid?)
3. **Zo ja, op welke manieren?**
4. Welke interventies zijn er ingevoerd? Waarom juist deze?
5. **Zo nee, waarom niet?**
6. Hoe is de fysieke inrichting van de werkomgeving tot stand gekomen? waar werd toen rekening mee gehouden?
7. Hoe belangrijk vindt u de werkhouding van service medewerkers (catering, receptie, schoonmaak, beveiliging)?

Doel

8. Met welk doel zijn gastvrijheid aspecten in de werkomgeving ingevoerd?
9. Hoe wordt gemeten wat de effecten van gastvrijheid zijn?
(KPI's (kritieke prestatie indicatoren))
10. Zijn de gestelde doelen ook behaald?
11. Is er een verandering in de sfeer binnen de organisatie?

Werknemer tevredenheid

12. Hoe wordt de werkomgeving door de medewerkers ervaren?
13. Wat denkt u dat er in de beleving van de medewerkers veranderd is?
14. Denkt u dat aspecten van gastvrijheid in de werkomgeving invloed hebben op de werknemer tevredenheid?

Beslissing

15. Wie heeft besloten dat er meer geïnvesteerd moet worden in gastvrijheid in de werkomgeving?
Wie heeft besloten dat het niet nodig is om te investeren in gastvrijheid?
16. Hoe is deze beslissing tot stand gekomen?
17. Wie werden hierbij betrokken?

Het nieuwe werken

18. Is 'het nieuwe werken' ook geïmplementeerd in uw organisatie?
19. Zo ja, werken er nu veel mensen vanuit thuis, of een andere plek? Zo ja, Weet u de reden waarom men niet naar kantoor komt?
20. Is er volgens u een relatie tussen 'het nieuwe werken' en het aspecten van gastvrijheid?
21. Zo ja, Heeft u het idee, dat door het invoeren van 'het nieuwe werken' het nodig is (meer dan voorheen), dat er ingezet wordt op gastvrijheid.

Appendix 4: Interview transcripts

Interview ABN Amro

The interview took place on Friday 2nd January 2015, at ABN Amro Foppingadreef, Amsterdam. The interview was with Inge Coret, Facility Manager West and Jeanet Duncker project employee at Facility department.

Before the interview a brief introduction into the research was given. From there the conversation continued. The interviewee replied to the topic hostmanship.

In the transcript 1 = Inge Coret, 2 = Jeanet Duncker, 3 = Interviewer

1: Wij als ABN zijn heel erg op hostmanship, zeker sinds vorig jaar, zijn we daar een jaar lang heel erg mee bezig geweest. 2014. Dat is op twee kanten gericht, hostmanship binnen je team, hoe verwelkom je jezelf, hoe verwelkom je collega's. Hoe ga je met elkaar om, als je dat goed doet, dan straalt je dat uit naar je omgeving. Verbeter de wereld, begin bij jezelf.

Het hostmanship, hoe ga je met elkaar om, echt een FM programma. Niet bank breed gedragen, alleen FM. Tweede stap was, samen met onze leveranciers kijken naar hospitality, catering, beveiliging, schoonmaak, receptie. We zijn met zijn allen verantwoordelijk voor die gast, die hier binnen komt. Het zou niet moeten uit moeten maken, oh ik ben van de receptie en ik zie een gevallen bekertje koffie liggen, maar ik ben van de receptie, dan moet ik niet denken, dus dan ik laat het liggen. Je hoeft het dan niet zelf op te ruimen, maar moet het dan wel even melden bij schoonmaak. En als ik zie dat er een lamp kapot is, meldt het dan even bij maintenance en wacht niet tot maintenance voorbij komt.

3: Gebeurde dat dan voorheen niet?

1: Ik zeg niet dat ze er niets mee deden, maar het is wel iets waar je meer awareness voor moet krijgen, het is niet van zelf sprekend.

3: Ziet u er verbetering in?

1: Het is nog niet helemaal klaar, we zijn wel een eind, maar we moeten het het komende jaar wel verder uitrollen. We hebben eerst naar de basis dingetjes gekeken. We zitten heel erg op houding en gedrag. Ik kan het hele pand hier afbreken en opnieuw opzetten zodat iedereen compleet overdekt naar binnen komt en het verwarmd is als je binnen komt er muziek op staat en je een gebakje krijgt. Daar zit het m niet in. Natuurlijk moet het schoon zijn en je kunnen zitten. Het zit er vooral in dat als iemand binnen komt, iemand ziet dat je binnenkomt en die je begroet met goede morgen. En als iemand ziet dat t regent, zegt hier heb je een paraplu die kun je lenen. Daar hebben ze op dat moment behoefte aan.

2: De medewerkers hier in het pand hebben niet allemaal veel te maken met de klanten, die hebben meer met elkaar te maken, de collega's. Er zijn hier een paar call desken, die hebben via de telefoon met de klanten te maken. De meeste hebben met elkaar te maken en niet met de klant. Je ziet ook, dat mensen die echt met klanten te maken hebben, daar op de afdelingen echt trainingen in krijgen. Wij proberen als facility management daarin mee te werken, clean and sweep. De vloeren helemaal leeg zijn zodat de verbetering van de werksfeer beter wordt. Dan zie je ook dat telkens houding en gedrag terug komt.

3: Ja, dat is natuurlijk ook iets wat je niet zo een, twee, drie veranderd.

1: Als FM proberen we voorbeeldgedrag te laten zien, hoe we het graag willen zien. verbeter de wereld, begin bij je zelf, en voorbeelden geven waar het goed en minder goed ging. Gesprekken met

klanten ter sprake brengen. Hoe zij verder op hun eigen afdeling daarin doen en hoe ze elkaar omgaan, dat is aan hun. We proberen, zo goed mogelijk, dat als iemand binnen komt totdat die op zijn werkplek zit of een klant die binnen komt totdat die in een kamer zit en als die weer weg gaat zo goed mogelijk proberen te regelen. Wat er dan verder in dat kamertje, tijdens dat gesprek gebeurt, daar hebben wij geen controle over.

3: Jullie zijn als afdeling voorbeeld functie?

1: Proberen we te zijn.

2: Als je aan de klant vraagt, wat wil je graag? hoe wil je je werkplek ingericht hebben. Dan hebben ze allemaal een heel leuk idee, maar die mening verschilt heel erg. De ene heeft veel minder licht nodig, de ander veel meer. Onze ervaring is dat de klant dan een verwachtingspatroon gaat creëren, het gaat allemaal nieuwe dingen en veel beter worden. Alleen hebben we ook te maken met onze budgetten, die in deze tijd van de crisis wel minder zijn. Wij leren vanuit klanten dat je heel moet uitkijken met wat voor vragen je gaat stellen om niet het verwachtingspatroon te creëren dat mensen verwachten dat ze een hele nieuwe werkomgeving krijgt.

3: Met klanten bedoelen jullie de medewerkers van de bank?

2: Ja, de medewerker die in het pand werken.

3: Wordt een werkomgeving vaak veranderd, op nieuw inricht?

1: Ja, we zijn heel erg constant bezig. Sommige afdelingen groeien, andere krimpen dus er moeten soms weer mensen bij soms weer mensen af, dus letterlijk is dat constant bureaus er bij kasten erbij of juist weghalen. Maar ook kantoren die sluiten en nieuwe werken komt steeds meer. Steeds minder mensen een eigen werkplek. We hoeven niet meer per se een eigen kamer maar willen wel een plek waar we af en toe kunnen gaan zitten.

3: Dus jullie zijn bezig met het invoeren van het nieuwe werken?

1: Ja, maar dat gaat niet alleen vanuit facility management, ook daar zit houding en gedrag component aan. Het is niet alleen het weghalen van vaste werkplekken en vaste pc's en iedereen een laptop geven. Dat is het niet alleen. Maar ook wat ga ik vandaag doen? hoe ga ik dat doen? waar ga ik dan zitten? dat betekend dat ik wel bij mijn collega's ga zitten of juist vanuit thuis werken. Daar hoor het hele gedragscomponent bij, daar speelt HR een rol en IT zorgt ervoor dat iedereen een laptop en mobiel heeft.

3: Hoe lang zijn jullie er al mee bezig?

1: Al een tijdje, maar nu komt het einde in zicht. De meeste mensen zijn al over op een laptop, de laatste gaan dit jaar over. Dus dan hebben we alleen nog maar laptops in het pand, dan hebben we dus ook geen vaste werkplekken meer.

3: Dat is nu nog wel een beetje?

2: Ja, op sommige plekken wel. Er zijn ook call desks, die hebben gewoon een vaste werkplek. Sommige daarvan kunnen ook niet thuis werken.

3: Zie je dan ook dat mensen meer thuis gaan werken?

1: Sommige wel. Dat verschilt per afdeling. Ene afdeling is daar verder in en vinden dat oké, die zijn heel erg gericht op van als je aan het eind van de maand maar resultaten hebt.

3: Kunt u mij een voorbeeld geven welke afdelingen?

2: Retail, operations, de helft wel de helft niet, binnen eigen afdeling werken mensen vaak thuis. Veel mensen doen daar hun mail afhandelen of verslagen schrijven. Dingen waarbij de ze aandacht goed bij moeten hebben.

1: Het nieuwe werken is niet alleen thuis werken. Maar werken wanneer je wil en waar je wil. Veel mensen gaan ook in andere panden werken. Ik werk zelf ook regelmatig in andere panden, dan neem ik mijn laptop en telefoon mee.

2: Onze mail komt ook op de telefoon binnen, dus kun je ook thuis altijd je mail lezen. De een doet dat wel de ander niet.

1: Het hangt ook van het management af. De een pusht dat veel meer dan de andere, die zijn wat meer terughoudender.

3: Het is dus de manager die aangeeft of die wil dat je op kantoor werkt of thuis mag werken.

1: De werkafspraken daarover geeft het management aan. Wij gaan vooraf met management in gesprek. Wat voor soort activiteiten vinden er plaats op deze afdeling. Hoeveel plek heb je dan nodig. Zoveel mensen hebben een vaste plek nodig om dat ze bijvoorbeeld een secretaresse functie hebben. Je hebt zoveel mensen die zijn veel op pad, zoveel mensen van dat, zoveel mensen komen maar een paar uurtjes per dag. Dus dan heb je zoveel werkplekken nodig. En hoe zij dat dan verder doen, of ze moeten laten zien of ze aan het werk zijn of moeten inbellen, om te laten zien dat ze aan het werk zijn, dat bepalen de afdelingen zelf.

2: Je ziet nu ook met het nieuwe werken dat er twee hele drukke dagen zijn, dat zijn de dinsdag en donderdag. Dan zijn de garages vol en alle werkplekken bezet. Dan zijn de meeste vergaderingen. Er zijn binnen ABN Amro overgegaan op CE, dan heb je elke dag een dagstat en elke week een weekstat en dan zit je met je hele team bij elkaar, en je ziet dat dat op dinsdag en donderdag plaatsvindt. Op vrijdag, dan is het soms heel rustig in het pand, je ziet dat daarin wel het nieuwe werken naar voor komt. De piekdagen zijn dinsdag en donderdag, dat zijn de inhousedagen.

3: Wat is dan de reden dat mensen thuis blijven?

1: Dat ze een dagje thuis kunnen werken. Er wordt dan afgesproken, prima hoe jij je werk indeelt de hele week, maar een keer per week wil je toch wel met het team bij elkaar zitten. En dan wordt er heel vaak voor een dinsdag of een donderdag gekozen. Heel veel mensen zijn op een maandag of op een vrijdag vrij. En dat zijn dagen waarop ik niet zoveel afspraken heb intern dus kan ik vanuit huis wat dingen doen.

3: Denkt u dat er een relatie is tussen het nieuwe werken en hospitality? Heeft u het idee dat door het nieuwe werken het nodig is om erop in te zetten.

1: Nee, want ik ben niet geforceerd bezig mensen naar hier te halen.

2: Ik zie het ook niet als een koppeling. Ik zie het niet als twee compleet losse dingen.

3: Want ze zijn wel ongeveer op hetzelfde moment ingevoerd?

2: Ja da klopt. Maar het zijn toch echt twee aparte dingen. Hostmanship is echt binnen Facility Management uitgedragen want de andere afdelingen hebben er niks mee te maken. Het is puur voor ons en onze leveranciers. We hopen wel dat andere mensen in het pand er wel iets van merken als in hè ik wordt anders te woord gestaan of hé er is dit of dat. Dat ze het wel merken.

2: Hoe vond je zelf de ontvangst vandaag? Want daar zijn we wel heel erg op gefocused.

3: De ontvangst was prima.

1: Het is nu extreem rustig vandaag, dus dat is niet helemaal realistisch. Er zit op sommige afdelingen niemand. Normaal staat een van de dames voor de receptie bij de ingang. Die spreekt je dan meteen aan als host. Om te zeggen u kunt hier gaan zitten. Dan hoeft je ook niet in de rij te staan. Dan gaat zij dingen voor je regelen.

3: Dat is vooral voor de bezoekers?

1: Ja, inderdaad.

3: Komen hier veel bezoekers?

1: Er komen hier wel veel bezoekers, maar het is niet een pand zoals een kantoor op de hoek van de straat, zulke klanten hebben we niet. Mensen die hier komen zijn mensen op afspraak, gespecialiseerde krediet gesprekken, grotere relaties. Of anders eigen mensen van de bank of leveranciers.

3: Ik zag dat er een aparte personeelsingang, zit daar nog iemand voor ontvangst?

1: Nee, er zijn twee personeelsingangen. Daar kunnen mensen met hun pasje naar binnen. Maar daar zit verder niemand. Personeel kan ook door de hoofdingang naar binnen komen.

2: Waar je met hostmanship rekening mee moet houden, je kan het heel mooi open maken, maar je moet er ook rekening mee houden dat je een bedrijf bent, een bank bedrijf met je veiligheid zaken en dan wil je niet dat iedereen zomaar binnen kan lopen. Dat wil je niet. Ze kunnen zo op je netwerk en kunnen overal bij.

3: Het is hier ook wel meer gesloten dan een gemiddeld bankgebouw.

1: Ja, je hebt hier echt een toegangspas nodig om binnen te komen.

2: Er mag niemand op ons netwerk komen.

1: In een ander bankgebouw, daar zitten meer mensen voor in het gebouw en is het overzichtelijker loopt iemand niet zo snel ongemerkt naar binnen. Als hier iemand het pand in loopt ben je meteen gewoon kwijt. Je kunt hier het overzicht niet bewaren.

3: Hoeveel mensen werken in dit pand?

1: ongeveer 4800

3: Niet iedereen kent elkaar?

1: Nee. We hebben wel wat paden waarover veel mensen lopen. Je hebt vier torens, abcd. Je komt wel heel vaak bekenden tegen, maar je kent geen 5000 man.

3: Hoe is de sfeer?

1: Het is niet zo dat ik de hele dag hallo dag loopt, maar als je bekenden tegenkomt zeg je wel gedag. Er is wel een gemoedelijke sfeer.

2: Als je hier al lang werkt, dan ken je ook meer mensen. In de loop der jaren leer je veel mensen kennen. Wij hebben ook allemaal onze klantgroep. Als je die tegen komt ga je toch even praatje maken. Je zag net die meneer, die kwam ook even een praatje maken. Je hebt prullenbakken geplaatst die dicht kunnen, top weetje. Dan zijn mensen die toch even een praatje komen maken. Of dan zien ze je en denken ze die zijn van FM, ik heb even een vraagje.

3: Dus ze weten wel dat jullie van FM zijn?

1: Ja.

3: Hoe gaat dat bij degenen die hier nieuw komen?

1: Als je hier nieuw komt, dan gaat de afdeling je wegwijs maken. En je krijgt een brochure waarin wel het een en ander staat.

3: Het is gaandeweg in de loop van de tijd dat je mensen leert kennen?

2: Ja. Het is niet zo dat iedereen ons kent hoor. Je hebben een algemene ingang, een vast systeem waar mensen wensen, opmerkingen en klachten achter kunnen laten. Wij hebben vaste mensen op de vloer waar mee we gesprekken hebben, je accountgesprekken. Wat vind je er van? Wat kunnen we nog verbeteren? Die contacten hebben we ook al. Die hebben we de laatste jaren opgevijseld. Vragen ook naar cijfer. En bij laag cijfer, wat kunnen we doen. Het cijfer is gebaseerd op alles wat wij de klanten bieden, werkplek tot aan koffie, thee en catering tot aan schoonmaak.

3: Hoeveelheid waarin je daarmee bezig bent toegenomen?

1: Ja, maar hoeveel tijd we besteden aan schoonmaak of catering is niet toegenomen. We vragen nu meer aan de klanten wat ze willen en wat ze er van vinden. We hebben nu net nieuwe koffie automaten. Dat is een heel traject. Is bankbreed, heel ABN Amro Nederland heeft die. Voordat je tot zo'n keuze komt, vroeger keek je bijv. naar wie is de goedkoopste. En nu zijn er veel meer eisen aangekomen bijvoorbeeld duurzaamheid. Maar ook smaak is heel belangrijk. Daarvoor is een smaaktest gehouden onder de medewerkers. Hier in de hal hebben 5 leveranciers een week in het pand (en ook in meerdere panden) gestaan met hosts die iedereen lieten proeven. Iedereen mocht mee beslissen. Er kwam een duidelijke winnaar uit, DE. Iedereen mocht meebeslissen, iedereen kon een cijfer geven. Nu is er iets gekozen en is iedereen blij met de koffie die is uitgekozen. Vroeger werd koffie gekozen waar veel mensen dan niet tevreden over waren en je achteraf dan veel klachten over kreeg. Nu is dat dus niet. Daarin wordt nu meer gevraagd naar de mening. Er is een afdeling die de landelijke contracten afsluit. Die dingen worden landelijk geregeld.

3: Die dingen gaan allemaal landelijk?

1: Voor sommige diensten zijn een paar leveranciers, vroeger hadden we voor schoonmaak wel 20 leveranciers, nu nog 5 leveranciers landelijk. Dan kun je elkaar wat scherper houden. Als je het in regio zuid niet goed doet, krijgt regio noord je panden, bij wijze van spreken. Zo houden we de leveranciers wat scherper. 20 contracten bijhouden is geen doen. Is allemaal centraal geregeld. Het gaat om miljoenen contracten.

3: Dat was voorheen wel dat het lokaal werd bijgehouden?

1: Nee.

2: Je hebt ook met Europese aanbesteding te maken.

3: Jullie werken dus ook met aanbestedingen.

2: Ja, zelfs als je een project wat boven een bepaald bedrag komt ben je verplicht om dat te doen via uitbesteding.

3: Zijn alle diensten via uitbesteding?

2: Ja, verhuisbedrijf, schoonmaak, catering, beveiliging, receptie, eigenlijk alles.

3: Is de receptie ook extern?

1: Ja, alleen mensen zoals wij zijn eigen mensen de rest eigenlijk allemaal uitbesteed.

3: Maar bij de receptie zijn het wel altijd dezelfde mensen die er zitten?

1: Ja. We hebben ook afspraken over wat ze moeten doen. We houden wel in de gaten of ze doen wat ze zouden moeten doen. Contracten zijn output gericht, met schoonmaak ook, we zeggen niet meer je moet 3 keer per week schoonmaken, en dan moet maandag, woensdag, vrijdag. We zeggen schoonmaakbedrijf zorg maar dat het schoon is. Moet dat elke dag, dan doe je het elke dag, hoeft het maar een keer in de week dan doe je het maar een keer in de week, dat maakt niet uit. Als het maar schoon is.

3: Meten jullie dat dan ook? Of het ook echt schoon is?

1: Ja, dat doet een extern bedrijven. We willen dat het objectief gemeten wordt. Wij zouden het kunnen beïnvloeden op een negatieve manier omdat we bijv. de kerel die schoonmaakt niet moeten. Een extern bedrijven meten die dingen, die daar verstand van hebben. Die kunnen precies zeggen het is vastzittend vuil, aangehecht. Die meten dat objectief, een paar keer per jaar. Die komen dan op een willekeurig moment langs. Wij weten meestal wel wanneer ze langs komen, maar het schoonmaakbedrijf niet. En als het niet goed is mogen ze herstellen en krijgen ze een hermeting. als het twee keer niet goed is, dan krijgen ze minder geld. hetzelfde doen we met beveiliging en receptie, komen mysterie visites en audits. Dat zijn wij dus ook niet, maar mysterie visits van buitenaf. Dat had jij bij wijze van spreken ook kunnen zijn. Die doen van ik heb een afspraak met jantje en ah joh bel gewoon even. Die gaan wat uitproberen. Die kijken krijg ik een parkeerplek, hoe wordt ik te woord gestaan, wordt ik doorverwezen. Dat soort dingen worden allemaal gemeten. totaal dienstverlening van de receptie krijgt dan een cijfer en als dat een onvoldoende is twee keer worden ze ook gewoon gekort in wat je voor je contracten krijgt. We proberen ze meer zelfstandigheid te krijgen.

3: Meten jullie ook werknemerstevredenheid?

1: Wij meten wat ze van onze producten vinden. Wat je van de schoonmaak, catering en dat soort dingen vind.

3: Als die te laag gemeten worden worden ze dan aangepast?

1: We gaan dan kijken waar het probleem zit, wat er tekort is? Waar kunnen we eventueel nog niets in veranderen. schoonmaak bijvoorbeeld is heel subjectief. De ene vind het allemaal wel prima en de ander die poetst misschien wel thuis ook elke dag de WC en vind het echt veel te weinig. Schoonmaak ga je nooit een superhoog cijfer krijgen.

3: Jullie meten tevredenheid over schoonmaak?

1: Ja. Alle klanten kunnen een klacht registratie van maken in het systeem, van bijvoorbeeld de schoonmaak. En uit het systeem komt een management rapportage. Die kan de product verantwoordelijke ook bekijken. Als ze gesprek hebben met het bedrijf kunnen ze ook kijken wat is structureel en wat is niet structureel.

3: Dus is eigenlijk constant proces?

1: Ja. Daarnaast is er ook een medewerkers tevredenheidonderzoek, over je werk maar dat gaat vanuit HR. Dat is hoe tevreden ben je over je werk, gaat ook over heb je vertrouwen in de bank en wat vind je van het management wat vind je van je doorgroei mogelijkheden. Dat staat los van wat wij doen.

2: Een keer per jaar doen we ook een onderzoek hoe men de werkplek vind.

3: Denken jullie dat het invloed heeft op de werknemertevredenheid?

1: Ik denk dat het wel van invloed is, zal niet doorslaggevend zijn. Als het toch allemaal al niet lekker gaat en je zit in een reorganisatie en dan is ook nog het koffiezetapparaat kapot en de werkplek niet schoon, dan versterkt dat het wel. Maar als alles gewoon goed gaat dan zal het niet echt uitmaken. Mensen vinden het normaal. Je hoort het alleen maar als het niet goed gaat. Ze vinden het normaal dat het koffiezet apparaat bijgevuld is. Je hoort het pas als het niet werkt. Dat het normaal altijd goed werkt dat hoor je nooit.

3: Denk je dat het ook invloed kan hebben op de prestaties?

1: Indirect wel. We proberen het wel. Het doel van de bank is uiteindelijk geld verdienen. Ik denk dat als wij ervoor zorgen, dat als er een klant voor de deur staat voor een krediet, en die wordt netjes te woord gestaan bij de slagboom kan z'n auto normaal parkeren en wordt netjes te woord gestaan bij de receptie en een kopje koffie aangeboden en wordt opgehaald die begint dan al relaxter aan een gesprek. dan als ie eerst met 10 auto's in de rij staat bij de slagboom en moet dan drie rondjes rijden om een parkeerplek te vinden en dan loopt ie door de regen naar binnen en dan moet die weer wachten en dan kan de gasten niet vinden, ik weet t ook niet. Dan sta je al 1-0 achter. Dan hebben wij het gesprek op een negatieve manier beïnvloed. Dan moeten ze extra hard werken om die klant weer een beetje vrolijk te krijgen. Iedereen komt hier met z'n eigen verhaal, kan best dat je hier komt omdat je op het punt staat van faillissement. als je op de en of andere manier toch nog een beetje prettig naar binnen kunnen krijgen, helpt het wel.

3: Met wat voor doel hebben jullie hospitality ingevoerd?

2: Om samen met de leveranciers te kijken, hoe kunnen we ons beter op de kaart krijgen? Hoe kunnen we de klanttevredenheid omhoog krijgen. En een stukje kijk eens naar jezelf, hoe kun je zelf de wereld veranderen.

3: De klanttevredenheid is dus eigenlijk werknemertevredenheid? Dus er is wel een verband?

2: Ja, maar daarvoor hadden we ook de klanttevredenheid die we om hoog wilde hebben. We zijn zelf constant bezig te kijken hoe kunnen we het nou beter maken, betere plek creëren ook voor de mensen die hier op bezoek komen, voor onze klanten. De entree, hoe kan je dat verbeteren, met oog op de veiligheid. Als wij dat stukje oppakken en daar goed voor zorgen, dan vind onze interne klant het ook prettig als ze bezoek krijgen dat het bezoek zegt, ik ben goed ontvangen. Want die komt dan met een goed humeur bij het gesprek. Die kan dan beter je zaken verkopen, betere gesprekken voeren. als iemand bij de poort al 10 minuten in de regen staat te wachten kom je niet prettig het gesprek binnen. Als wij al een beetje een voormassage geven aan die meneer of mevrouw die binnenkomt komt ie al beter binnen bij een gesprek.

3: Dat zien jullie als belangrijkste doel van hospitality?

1: Ja, ik denk het wel.

2: De medewerkers intern ligt ook heel erg bij de eigen business unit, de eigen manager. We dragen er een stukje aan bij door de schoonmaak, catering en goede automaten neer te zetten. Maar als het er echt op aan komt, de tevredenheid, zal ook een heel stuk uit de manager zelf vandaan moeten komen, hoe ga je met je personeel om. En ook houding en gedrag.

3: Wie bepaald hoe de werkplek wordt ingericht?

1: In principe worden er bij ons concepten bedacht. We hebben een centrale afdeling die ontwerpt werkplekken met gespecialiseerde bedrijven. Hoe ziet de ideale werkplek eruit? Wat is er op dit moment op de markt?

3: Hebben de afdelingen zelf inspraak?

1: Je moet het zien als een soort brochure waaruit je kunt kiezen. Er zijn een paar voorbeelden waar je uit kunt kiezen. Het is niet zo dat we voor iedere afdeling iets nieuws gaan ontwerpen. Het is in zoverre maatwerk, tot op zekere hoogte, van dit zijn de smaken waaruit je kunt kiezen.

2: Het is ook vaak wisselgeld van ons als de klant het anders wil, dan gaan we kijken ok, kunnen we dan klanten heeft vaak een management kamer, we willen wel dingen voor jullie veranderen, maar dan willen we wel weten hoe je je werk indeelt. Heb je veel flex werk, veel concentratie werk, veel buiten de deur, manager op de vloer? Zo kan je gezamenlijk ook anders, we doen het ook al vooraf afstemmen met OR wat mogelijk is.

3: Het is dus per afdeling dat jullie bepalen van we willen zoveel kantoren en de rest open ruimten?

2: We zijn naar open vloeren, open ruimten gegaan met een management kamer en een vergaderruimte en een concentratie kamers.

3: Dus wel veel open ruimtes?

1: Ja, open ruimtes met af en toe een losse kamer.

3: Wordt dat als prettig ervaren?

1: Sommige wel, je kan je een beetje afsluiten. Dat kan nog wel, maar minder dan eerst. Dat is een gedragscomponent. Als je je daaraan ergert, dan is het goed om te gaan kijken, wat voor werk doe ik? Moet ik daarvoor altijd daar zitten? Of kan ik het ook thuis doen, of in een concentratieplek gaan zitten. Dat is voor sommige mensen een hele stap. En voor die hokjes geldt, als die vrij zijn kun je daar gaan zitten.

3: Geldt dat ook voor andere plekken?

1: Dat geldt ook voor de andere plekken, we gaan steeds meer naar geen vaste werkplekken. Wel vaste zones. Als ik bij HR zit, en geen vaste plek heb, ga ik wel in de vaste zone zitten, waar de mensen per afdeling elkaar opzoeken. Op de afdeling, bijv. zoals hier, we zitten hier als facility management, we hebben geen vaste werkplek, als ik niet achter een pc aan het eerste blok kan zitten, dan ga ik aan het tweede blok zitten.

3: Zijn er wel genoeg werkplekken voor iedereen op de afdeling?

1: We zitten op 0,7, 0,7 werkplek per persoon. omdat er altijd wel mensen op vakantie zijn, vrij zijn of thuis werken. maar het kan zo zijn dat op zo'n dinsdag of donderdag iedereen er is, en dan is er niet genoeg plek. Ook dat is een stukje gedrag, joh management, waarom doen jullie allemaal je afdelingsoverleg dinsdag ochtend van 10-11 uur, misschien kan je daarin een keer iets switchen, misschien moeten ze dat afstemmen met aanliggende afdelingen, als jullie het ma op 10 uur doen, doen wij t op dinsdag om 10 uur. Dat vaste concept dat doen we altijd op dinsdag en wat doen we altijd op donderdag daar moet je vanaf komen. Wij zijn er allemaal op vrijdag, dus wij hebben ons overleg op vrijdag. Terwijl je normaal denkt dat doet iedereen op dinsdag en op donderdag, je kan ook schuiven met dagen, hou je daar niet te krampachtig aan vast.

3: Afdelingen bepalen dat dus zelf?

1: Ja, we stimuleren het wel, maar we bepalen het niet. We zeggen tegen de afdelingen, je zou er wel eens over na kunnen denken of dinsdag binnendag wel zo handig is. We hebben gesprekken daarover met de managers. Zeker als ze gaan klagen dat ze niet genoeg werkplekken hebben, en wij kunnen zien, we hebben een pasje, als je binnenkomt wordt je geregistreerd, dus is kan zien per afdeling, zoveel mensen had je binnen het afgelopen half jaar, dus ik kan zien wat de bezettingsgraad is, en dat zit meestal rond de 50 procent. Terwijl de afdeling zegt, nee ik heb veel te weinig plek, ik

kom structureel te kort. En als je dan gaat kijken dan blijkt dat het alleen is op dinsdagochtend en misschien donderdagmiddag vol zit, en de rest van de tijd zit je half leeg.

3: Er zijn dus veel mensen die maar 50 procent van de tijd hier zijn?

1: Ja, per saldo, als het optelt en aftrekt is het 50 procent misschien. Alleen mensen hebben het gevoel, altijd als ik er ben is het druk, maar ja, dat is omdat je er altijd op dinsdag bent en dan is het druk.

3: Zijn er ook mensen die in een ander pand van de ABN gaan werken?

1: Je ziet ook wel eens gebeuren, je kunt in principe overal werken waar ABN Amro is. Ik kom zelf uit de Haagse regio daar heb je een kantoor op de .. staan in den haag en daar hebben ze satelliet werkplekken gemaakt, ik zit daar nog wel eens te werken. Dat scheelt weer reistijd. Dan doe ik daar wat dingetjes, ik ken ook nog wel wat mensen die daar zitten. Er zijn wel meer mensen die normaal hier in Amsterdam werken. Heb je een heel klein kantoorje hebt, dan is het wel handig omdat vooraf af te stemmen. Maar in de grotere kantoren, die meerdere verdiepingen hebben, hebben die boven eigenlijk wel altijd plek.

3: En is het ook andersom? Dat mensen van andere locaties hier gaan zitten werken?

1: Nee, niet zo vaak, soms dat mensen die hier een afspraak hebben daarna hier blijven hangen een dagdeel hier werken.

Maar hier, in onze kamer, zitten eigenlijk ook alleen maar mensen van FM te werken. Dat geldt voor elke afdeling, het zou raar zijn, als er voor ons een klant hier gaat zitten werken. Er worden hier wel dingen besproken, dat moet je niet willen dat een klant er bij zit. Dat heeft een klant ook, als je de IT heb zitten die er ook niet op te wachten dat er iemand van operations bij komt zitten. Je hebt toch allemaal je eigen specifieke dingen waar niet iedereen van af hoeft te weten.

3: Het is dus meer een ongeschreven regel?

1: Meestal weten de klanten wel waar ze wel en niet kunnen gaan zitten. Als er hier iemand binnenkomt en die vraagt kan ik hier een half uurtje zitten werken, dan kan dat ook wel gewoon. 2: Hiervoor hebben we ook een aantal eiland werkplekken. 1: Je ziet, er staan geen pc's meer, maar mensen kunnen er wel z'n laptop aansluiten. Die zijn echt bedoel voor mensen die hier een uurtje gaan zitten werken.

2: Als mensen vaneen ander pand hier komen, en een afspraak hebben, gaan ze hier nog wel eens een uurtje hier zitten werken, maar daarna zijn ze ook weer weg.

3: Wie heeft beslissing genomen voor inzetten op gastvrijheid?

1: Dat komt van bovenaf, MT van facility management dat heeft besloten. Die hadden zoiets van he je ziet het steeds meer voorkomen. Ze zijn in contact gekomen met een bedrijf die daarin gespecialiseerd is en die hebben ons daarbij geholpen, die hebben het bedrijf voor een jaar ingehuurd. Die hebben een jaar lang trainingen enzovoort gegeven. Elk jaar heb je een thema, vorig jaar was hostmanship een van die thema's.

3: Dus het zijn de facility management mensen die die trainingen krijgen?

1: Ja, dan hebben we het over 400/500 man, dus je hebt het wel over zoveel mensen, landelijk. Daar zitten ook de postkamers bij.

3: En denk je dat een training de juiste manier is om mensen er bewust van te krijgen en het in te voeren?

1: Ik denk dat als je veel praktijkvoorbeelden doet wel, bij fm zijn mensen heel praktisch. Als je veel praktische voorbeelden geven, desnoods uit je privé leven, ik was laatst daar bij dat of dat bedrijf of dat vliegveld en wat er daar gebeurde die mevrouw kwam achter me aan. En dan denken mensen ow ja zoiets heb ik ook wel eens meegemaakt. oja da inderdaad dat was wel heel bijzonder. En dan gaat het leven. Het zit juist in die kleine dingen. Het zit niet in hele grote wereld schokkende dingen, maar juist in de kleine dingen. Een beetje aandacht voor de ander op het juiste moment. He misschien kan ik daar iemand een plezier mee doen en dan die daar meteen mee verder.

2: We hebben af en toe ook wel een wauw momentje. Iemand probeert zoveel te helpen dat je als management zoiets krijgt van het is een wauw momentje Op een zaterdagochtend werden we gebeld, een directeur moest op maandagochtend vliegen, naar een land waar die een visum voor nodig had. Zijn paspoort was niet op tijd binnengekomen op vrijdag, was een mis gegaan met de postkamer. Op zaterdag werden we gebeld, van goh hoe gaat we dan doen? Uiteindelijk is een van onze collega's naar hier gekomen om het paspoort aan die meneer te overhandigen, dan geef je wel dat stukje hostmanship aan je klant. Want er komt iemand helemaal speciaal in z'n weekend naar hier om dat paspoort te kunnen geven. Het zit m in dat soort kleine dingen.

2: In den haag kwam er een klant, die had haar schoen stuk. Die is in de tijd dat de mevrouw een gesprek had met haar schoen naar de hakkenbar gegaan om die schoen te laten maken, zodat ze daarna weer de hele dag op die schoenen kon lopen. Het zit m dus in die kleine dingen die als hostmanship uit. Maar we hebben we zoiets van hoe ver gaan we in hostmanship, sommige, sommige leveranciers slaan er wel in door om hun klanten tevreden te houden. Wij denken dan je moet juist eerst die kleine dingen goed doen.

3: Jullie hebben oor jezelf wel een beetje een limiet op gezet?

1: Nee, dat niet. Het willen zo veel mogelijk eigen verantwoordelijkheid geven. Als jij op dat moment vind dat jij dat jij dat moet doen, doe dat dan. En kijk dan niet op die paar euro die dat dan kost. En ga dan alsjeblieft niet zeggen, ja maar ik heb geen budget. Dat regelen we later wel. We proberen heel erg eigen verantwoordelijkheid te geven. Ook richting leveranciers, beslis dat. Maar zoek het niet alleen in supergrote verbouwingen. Zo van als het hier nou open was en als we daar 4 extra toiletten hadden. dat zijn dingen die niet zo simpel te realiseren te zijn. Het zit m meer in die andere kleine dingen, dat mensen het in hun DNA hebben zitten. Sommige mensen hebben dat niet, dat is ook prima, maar zet die dan meer in de achterhoede en niet voorin.

3: Gaat er meer tijd in zitten?

1: Nee, niet echt. Mensen moeten dat zelf afwegen, als ik daar nu tijd voor heb dan doe ik dat. Maar het moet niet iets standards worden. het gebeurt niet zo vaak dat er echt meer tijd of geld in gaan zitten. Het is een keer een bloemetje, het zijn wel klein dingetjes. Het stelt allemaal niet zoveel voor. Maar degene voor wie je het doet, die waardeert t wel.

2: Dat merk ik ook steeds meer met de klanten in ons eigen pand dat die steeds meer waarderen. Dan komt er weer eentje met een doos chocolade, met bloemen. De klanten waarderen ons wel. Dan krijg die wat, dan krijgt die wat. De klanten waarderen het wel, dat is wel fijn. Dan weet je dat je voor een goed doel bezig bent.

3: Denk je dat de sfeer binnen het bedrijf veranderd is door hostmanship?

1: Nee, ik denkt dat de sfeer binnen FM en leveranciers wel verbeterd is omdat we bewuster zijn. Meer samen dan jij bent van dit en jij bent van dit. Ik denk dat het bij ons als FM en leveranciers wel verbeterd is, maar niet dat de werknemertevredenheid echt toegenomen is.

2: Het is ook heel moeilijk meetbaar omdat de bank nog steeds in reorganisatie zit. Dat merk je gewoon, mensen zijn daar meer gespannen door en zitten niet lekker in hun vel.

3: Jullie hebben het bij FM ingevoerd, denk je dat het ook de moeite waard is om het ook bankbreed op andere afdelingen trainingen te gaan houden en zo?

1: Nee, het is een van de dingen die wij als FM wel willen blijven doen. Maar het is ook niet het doel. Als andere afdelingen het over willen nemen, prima, maar dat is hun eigen keuze. Dat is tot nu toe nog niet het geval.

3: Het is dus niet dat, als zij een training hebben dat het ter sprake komt?

1: Nee, we hebben het er wel over in het bewonersoverleg, we vertellen dat allerlei dingen waar wij mee bezig zijn, dus ze horen het wel dat je met hostmanship bezig bent en je hoopt dat mensen op deze manier als ambassadeur meenemen. Maar daar merk ik niet veel van, dat andere het echt overnemen.

2: Het is echt iets van FM, onze services die we proberen te verbeteren.

En dat is heel ABN breed?

1: Ja, bij heel ABN is het een project van Facility management.

Interview Rabobank

The interview took place on 31 January 2015, at Rabobank Vijfheerlanden at Leerdam. The interview was with Edwin Bodaan, Facility Manager.

In the transcript 1 = Edwin Bodaan and 2 = Interviewer

2: Bent u bewust bezig met het gastvrij maken van de werkomgeving? (Is de werkomgeving zo ingericht dat deze als gastvrij kan worden ervaren? Is er beleid betreffende gastvrijheid?)

1: We hebben geen beleid op gebied van gastvrijheid. Ik kijk altijd naar de mensen in de afdelingen en de mensen waarmee we samen werken. Dat ze facilitair in hun bloed zit, heel vaak is het dat dienstverlenende mensen dat in hun bloedgroep hebben. Je kunt wel wat randvoorwaarden stellen, maar als mensen het niet in zich hebben dan wordt het toch lastig.

2: Wat verstaat u onder gastvrijheid?

1: Dat mensen als ze binnen komen, dat je je welkom voelt en dat je gehoord wordt. Dat je je op je gemak voelt, je komt hier binnen en je wordt opgehaald en je krijgt een kop koffie. Je doet er to.e Het is zacht, het is lastig, het is niet echt een hard begrip, het is een gevoel. Als je je ergens gastvrij ontvangen wordt dan voel je dat ergens, voel je je op je gemak.

2: U richt daarbij vooral op de klanten?

1: Het is lastig om te zeggen wat onze klant, van facility management is, onze primaire klant is de directie want die bepaald in grote mate hoe wij functioneren acteren. Gastvrijheid die wij uitstralen is naar de gebruikers, naar onze collega's. De gastvrijheid die wij willen uistralen als organisatie, daar heb ik zelf minder invloed op. Als hier externe klanten binnen komen, dat ze zich ook gehoord voelen en welkom voelen en netjes ontvangen worden. Er zitten een aantal facetten in. Ik praat vanuit het facilitaire bedrijf, wij hebben veel te maken met gebruikers. wij als Rabobank hebben veel te maken met externe klanten. Die komen hier op gesprek, of een vraag stellen. Er zit geen verschil in gastvrijheid maar we verschil in wie het beïnvloed. Ik ben verantwoordelijk voor facilitair, dus ja wij proberen richting die gebruiker, in ieder geval als ze een vraag hebben dat ze zich serieus genomen voelen, dat ze zich wel gehoord voelen.

2: Op welke manier hebben jullie gastvrijheid ingevoerd?

1: We hebben geen concrete acties ingevoerd op gebied van gastvrijheid?

2: Hebben jullie hier catering?

1: Nee, daarvoor zijn we te klein. We hebben wel vergader service, als we een vergadering hebben wordt er extern catering geregeld. Die levert dan vergaderservice. Daar stellen we dan wel eisen aan, dat ze het netjes uitserveren enzovoort. Als zo'n bedrijf lomp doet of zo, in ieder geval niet gastvrij, dan zijn daar wel consequenties voor.

2: En de schoonmaak?

1: We hebben hier te maken met avondschoonmaak, dus de medewerkers komen niet in contact met de schoonmakers. Er zijn hele onderzoeken op los gelaten, maar laat de schoonmaker 's avonds hun werk doen, dat ze niemand in de weg lopen.

2: Is die extern?

1: Ja, we hebben externe schoonmaak. Ze zijn wel eens overdag bezig tijdens een evenement of zo, dan wordt wel van ze verwacht dat ze gastvrijheid uitstralen, daar ingrediënten van bij zich hebben.

2: Wordt ook gemeten of zij hun werk goed doen?

1: Ja, we hebben wel een klanttevredenheid onderzoek en dat noemen we het interne klanttevredenheid onderzoek. Dan gaan we aan de gebruikers vragen, periodiek hoe ze de dienstverlening van facilitair ervaren en daar valt schoonmaak ook onder.

2: En welke andere dingen komen in het onderzoek voor?

1: Ik had jou verhaal doorgezet naar een aantal mensen hier, het is net zo'n onderzoek als wat jij gedaan hebt, er zat een grote overlap in, alleen wij doen het onder facilitaire dienstverlening. hoe ervaar je dit hoe zie je dat? Er zat eigenlijk wel heel veel gemeenschappelijk in.

2: Is receptie extern?

1: Wij hebben hier een verkoop en service team. We hebben meerdere bemenste kantoren, die bemensen de bankhal. Hun doen ook een stuk receptie functie er bij, de kunnen ook met een bancaire vraag of als een automaat het niet doet, kunnen hun ook helpen. Daar zit de receptie functie van ons in gebakken.

1: We gaan binnenkort fuseren met een andere bank. Die hebben een centraal advies kantoor, die hebben echt een receptie functie als je daar binnenkomt.

2: Komt dat hier ook als jullie gaan fuseren?

1: Dit kantoor wordt een bijkantoor, en we gaan dan naar het grote kantoor en we krijgen een advies centrum.

2: De mensen aan de balie krijgen die instructies voor gastvrijheid?

1: Bij die fusie bank is dat uitbesteed, die mensen zijn daarvoor opgeleid. De mensen die hier zitten, we hebben er eentje die op papier ook gastvrouw is, die krijgt het in de coaching mee, dan wordt verwacht van zo iemand gastvrouw is gastvrijheid onderdeel van functiebeschrijving.

2: Zij is meer met externe klanten bezig?

1: Ja, klopt. De scheidslijn is erg dun. Het is al hoe ga je met je collega's om? Als je niet kunt samenwerken wordt het al heel lastig. Als je elke dag lelijk doet tegen je collega's werkt dat ook niet.

2: Wat voor sfeer is hier?

1: Iedereen kent elkaar, het is niet zo heel groot hier, het is hier redelijk gemoedelijk. Zie je ook in het fusie proces, dan word het harder. Het werkt hier net als een familie. Er is hier wel een gemoedelijke sfeer waar iedereen elkaar helpt. Hier in Leerdam is het ons kent ons, de mensen die hier komen die komen hier al 100 jaar. Er is dus veel gastherkenning.

2: Met wat voor doel ben je bezig met gastvrijheid? Wat wil je er mee bereiken?

1: Je probeert mensen te binden aan je, dat ze graag terug komen bij je, dat is toch wel het idee. Dat ze gaan vertellen van bij de Rabobank Vijfheerlanden is het top, dat probeer je wel te bereiken.

2: Probeer je ook de medewerkers te binden?

1: Ja, helemaal. Dat medewerkers zich ook prettig voelen in hun werk dat voelen ze zich sowieso beter. Je probeert toch een sfeer te creëren met elkaar, binden en boeien noemen ze dat. Je probeert mensen te boeien en zo een sfeer te creëren en mensen daarmee te binden. Dat is zeg maar de achterliggende gedachte ervan.

2: En de inrichting van de werkplekken wordt dat door jullie bepaald?

1: Dit is wel een bijzonder kantoor. Er zijn heel bedrijven die hebben een oud kantoor en die schaffen gewoon een nieuw kantoor aan en dat gaan we dan helemaal inrichten, dat wordt meestal door de directie bepaald en dat moet dan iedereen leuk vinden. Hier hebben we het anders gedaan. Hier zit nog een tweede etage, die hebben we een tijdlang verhuurd, een aantal jaar geleden hebben we die teruggehaald, toen hadden we een centralisatieslag met Rabobank Vijfheerlanden. Toen wilde we het hele pand aanpakken, maar dat hebben we uiteindelijk niet gedaan omdat er weer een fusie zat aan te komen. We hebben wat details aangebracht, dit gezellige werkcafé. De medewerkers hebben nagedacht over look en feel. De medewerkers kunnen dan aangeven hoe zij graag willen dat de werkplek wordt ingericht. Hier hangt dan die koe, ik heb het niet verzonnen maar het is wel heel leuk. Er is dan een groep medewerkers, en ik ben dan voorzitter van die groep, look en feel en functionaliteit wordt door de medewerkers bepaald. Het is wel heel erg leuk geweest. Deze etage is niet zo veel veranderd, is de oude cellen structuur gebleven. Beneden de bankhal is ouderwets, we zorgen wel dat die netjes is. Het achterland is een modern call center. Hierboven hebben we een kantoorruimte, is helemaal open. Medewerkers hebben daar volop inbreng gehad. Plus hebben we hier de mazzel dat we hier 1,2 werkplek hebben per persoon.

2: Hebben jullie het nieuwe werken ingevoerd?

1: We hebben het flexibel werken genoemd. We hebben heel veel m² voor het aantal mensen dat we hebben.

2: Heeft iedereen hier een vaste werkplek?

1: Niet iedereen heeft een vaste plek, maar wat je ziet gebeuren als je zoveel plek hebt, is dat iedereen zijn eigen plekje gaat opzoeken. We hebben hier wat cellen, en je hebt dan vlekken. Een vlek van control en daar zitten alle mensen van control. We hebben 2/3 is uitgerust met een laptop. Je ziet dat ook weer een dokingstation met twee beeldschermen. Mensen klikken hun laptop aan en dan is het een vaste werkplek. Ikzelf, ik zit hier te werken, ik zit overal te werken. We hebben flexibel werken, maar het kantoor is dusdanig te groot, dat iedereen te verwend is. Met het nieuwe kantoor gaan we naar 0.7. En dan kan het voorkomen dat het kantoor vol is en dat je toch naar huis moet.

2: Zijn er veel mensen die thuis of ergens anders werken?

1: Ik heb idee dat medewerkers het prettig vinden om te kantoor werken. Als ze dingen moeten werken mogen ze ook thuis werken. Ze hebben we de vrijheid om dingen thuis te doen, maar je ziet gewoon dat heel veel mensen toch naar kantoor komen. Ikzelf vind het heerlijk om dingen thuis aan de keukentafel uit te werken maar ik vind het ook fijn om hier te werken want ik heb hier al mijn spullen.

2: Is het een kwestie van vaste structuur?

1: Ja, voor een hoop mensen geldt dat denk ik wel. Voor mij geldt dat niet, ik ben altijd bezig, en dat zijn wel meer mensen. Maar er zijn hier ook wel mensen die van 8 tot 5 of van 9 tot 5 werken en als ze thuis zijn gaat alles de kast in of ze nemen het gewoon niet mee. Voor een hoop mensen is dat verschillend. Je ziet bij de bank waar we mee gaan fuseren zijn daar veel verder in. Daar kan niet iedereen in dus daar moeten we mensen thuis werken. Daar wordt dat ook gestimuleerd. In het begin was het zelfs zo daar, die zeiden in je hebt verplicht een thuiswerkdag. Dat vind ik wel een beetje ver gaan. Voor mij is het nieuwe werken activiteit gebonden werken, maar hoe je het zelf prettig vindt. Dus het maakt in principe niet uit, maar dan moet niet iemand tegen je gaan zeggen je moet dit of je moet dat.

2: Dat wordt per kantoor bepaald door de facility manager?

1: Nou, het nieuwe werken zit echt bij HRM. De facility manager vind ik een adviseur van de directie. De facility manager moet niet gaan bepalen hoe een kantoor gebruikt moet gaan worden. De directie, HRM, lijn management en medewerkers die moeten dat bepalen. Ik vind het heel traditioneel gedacht dat de facility manager eventjes gaat bepalen wat goed is voor de kantoorbewoners, dat vind ik echt bull shit. De facility manager heeft verstand van faciliteiten, van mogelijkheden. Die volwaardig adviseur zijn, die weet wat er op de markt is. die moet niet gaan bepalen wat goed is.

2: Kan de directie dat wel bepalen?

1: De facility manager die is adviseur, lijn management kan verantwoordelijk nemen en personeelszaken kan in overleg mee bepalen. Hoe werken wij hier in het pand en welke cultuur willen we uitdragen. Facility management is daar ondersteunend aan. Je ziet wel vaak dat de facility afdeling gaat bepalen hoe de werkplek uit moet zien. Met alle problemen van dien.

2: En als er nieuwe koffie komt wie bepaald dat dan?

1: De gebruikers moeten dat bepalen, dat ga ik niet bepalen. Zoals het hier in het klein gaat bij een directie wordt beslist dat er nieuwe koffie moet komen. Ik heb er een bepaald idee bij ik denk dat het zoveel gaat kosten. Wat vinden jullie daar van? Bepaalde richtlijnen randvoorwaarden. Dan gaan we met gebruikers in gesprek, en kijken naar onderzoek wat voor veel gebruikt. En proberen dan een match te maken.

2: Gaan jullie dan in gesprek met de medewerkers?

1: Ja, we leggen wel randvoorwaarden neer.

2: Jullie leggen dan wel de contacten met de leverancier?

1: Ja.

2: Als de werkplekken worden ingedeeld wie bepaald dat (nu jullie gaan fuseren)?

1: De directie. Die heeft voorstellen. Vanuit afdeling HRM met HNW. En een werkstel analyse, die hebben onderzoek gedaan en een werkstel analyse gemaakt. Op basis daarvan is het advieskantoor gebouwd. En de type werkplekken die komen tot stand met werkgroepen en dergelijke. Je probeert er echt co-making van de te maken. Ik sla daar in door, ik wil dat met elkaar doen. Ik heb ook collega's die gaan dat wel even bepalen. Maar dan krijg je later problemen. Wat dan voelen mensen zich niet thuis of dat worden er dingen niet gebruikt.

2: HRM is lokaal?

1: Ja.

2: Dus niet alles is landelijk hetzelfde?

1: Nee, dat is Rabobank. We zijn decentraal coöperatief. Er zit wel een centraliseringslag aan te komen. We hebben nu nog ongeveer 120 lokale Rabobanken, Rabobank nederland is onze dochter. Daar wordt eigenlijk met en samen beleid bepaald, dat wordt uitgedraagd naar lokaal, op grote lijnen. Dat wordt wel in overleg gedaan.

2: En de beslissing om in te zetten op gastvrijheid?

1: Die is puur lokaal. Op het hoofdkantoor hebben ze daar heel erg op ingezet en dat is helemaal teruggedraaid. Ze zeggen wel van niet, maar het ging toch wel een hoop geld kosten. Je ziet toch, alles heeft zijn prijs. Ze hebben heel erg op hospitality ingezet toen, vooral hoe je ontvangen wordt in combinatie met het nieuwe kantoor. Het is niet zo dat je dat lokaal overneemt. Wat je wel lokaal doet,

als je ziet van zo dat hebben ze goed gedaan. Dan kun je de beelden meenemen, dat is gewoon je netwerk.

2: Het is niet dat ze het jullie aanraden om te doen als het een succes is?

1: Ze zullen niet onder stoelen of banken steken als het een succes is dan wordt het gewoon verteld, dan is het altijd interessant om kijken of je het voor jezelf ook wat kan zijn. De dynamiek is zo anders, hier zullen misschien 40 mensen binnen lopen op een dag, daar honderd in een uur. Dat is heel anders. En ook bijvoorbeeld het nieuwe bestuurscentrum van de fusie, daar komt wel bezoek, maar geen spontaan bezoek, altijd op afspraak. Die mensen worden altijd verwacht, dus daar kun je heel je hospitality op inrichten. Bij Rabobank Nederland, als je daar koffie wil drinken, ga je daar koffie drinken. Dus dan krijg je hele andere dynamiek.

2: In deze ruimte wordt daar gewerkt?

1: Ja, je zou het nu niet zeggen maar hier zitten regelmatig mensen te werken of mensen in overleg. Mensen vinden het lastig om hier naar toe te gaan, maar als ze hier eenmaal zitten vinden ze het wel prettig. Mensen hebben het liefst een hokje om hun heen dat niemand het kan horen.

2: Toch privacy?

1: Ja, dat is zo achterhaald.

2: Als je met bankzaken bezig bent dan is het wel belangrijk dat sommige dingen niet door iedereen gehoord of gezien worden.

1: Kijk als je bezig bent met klantgegevens of persoonlijke dingen van mensen, ja dan hou je daar wel rekening mee. Er zijn wel heel veel onderwerpen, vind ik die je vrij kunt bespreken. Het is echt niet zo dat als ik hier met jou in gesprek zit, dat een collega langs loopt en gaat staan luisteren, waar hebben die het over. Het is helemaal niet spannend.

2: Denk je dat mensen het zien zitten als het hier helemaal open wordt met het nieuwe werken?

1: Ze worden dalk gedwongen met de fusie, dan is het kantoor helemaal open. Er zitten wel wat cellen in met glas, maar de rest is gewoon open. Je hebt dan mobiele plekken en stillen plekken, een beetje standaard nieuwe werken kantoor. Ik denk dat de mensen zich wel kunnen schikken. Maar je hebt sommige afdelingen, bijvoorbeeld de afdeling control die vinden het prettig om bij elkaar te zitten. Dat is gewoon de praktijk. Er zitten een paar mensen die bewegen zich volop tussen hun gebruikersgroepen. Een bank zoals deze is opgedeeld in een bepaald aantal afdelingen, segmenten. Bijvoorbeeld commercieel segment particulieren, heb je een business controller particulieren. Soms is het logisch dat je af en toe even overlegt, met je collega de business controller voor bedrijven. Maar ik vind het ook logisch dat die een hele dag bij zijn klantgroep zit. Sommige mensen vinden het lastig, die klonten bij elkaar.

2: Het is ook een kwestie van gedrag verandering.

1: Klopt.

2: Denk je dat er een relatie is tussen het nieuwe werken en hospitality?

1: Er zit altijd wel een verband ergens in, maar ik denk wel dat het op zichzelf staand kan functioneren. Ik geloof niet in een omgeving waar totaal geen gastvrijheid is. Dan heb je gewoon een koude bende, volgens mij. Volgens mij kan je best een kantoor inrichten conform het nieuwe werken stramien dat het er ongezellig is. En dat iedereen lomp wordt behandeld. Maar ik denk wel dat het stimuleert, als je alle barrières weghaalt. Ik geloof ook dat gastvrijheid is dat mensen met elkaar in contact zijn en met elkaar praten en een bepaalde dynamiek ontstaat. Ik geloof wel dat als je alle muren weg haalt, ja, ga

maar een kroeg in, ja dan moet je toch niet voorstellen dat er allemaal wandjes tussen zitten. Daar zal best een causaal verband zijn.

2: Denk je dat het inzetten op hospitality een gevolg is van het nieuwe werken?

1: Nee, kijk maar naar hele oude winkels, daar werden mensen ook gastvrij ontvangen. Gastvrijheid is van alle tijden. De wijze waarop je het inzet is waarschijnlijk wel anders als je een andere omgeving hebt.

2: Misschien da ze er nu meer bewust mee bezig zijn?

1: Weet ik niet. Volgens mij waren wij wel altijd heel dienstverlenend. Op een gegeven moment is daar een kentering ingekomen dat er wel dienstverlenende bedrijven waren maar die eigenlijk niet dienstverlenend waren. Dat is nu wel weer een beetje aan het terugkomen, zeg maar met het hospitality. Dat is denk ik al wel weer van de laatste 4 jaren, dat hospitality een begrip is. Volgens mij waren Nederlanders in de jaren 60 en 70 heel dienstverlenend. Kijk maar naar de bakker die aan huis kwam. Op een gegeven moment zijn mensen heel erg op zichzelf gekomen, eigenlijk een soort egoïstische maatschappij. En tegenwoordig zijn we er volgens mij wel weer van doordrongen dat het ook wel fijn is om met elkaar te zijn.

2: Denk je dat de grootte van het bedrijf daar ook van op invloed is?

1: Ja, tuurlijk. Gastvrijheid op zo'n groot hoofdkantoor wordt meer ingezet als een instrument en op zo'n klein kantoor al hier is het onderdeel van. Dan is het er gewoon. Zoiets is het denk ik. Bij een hoofdkantoor dan denk je, wat is het koud hier, waarom doet iedereen zo afstandelijk tegen elkaar, dan ga je een instrument verzinnen om dat te doorbreken. En hier weet je, ons kent ons. Volgens mij zit daar de trucs van gastvrijheid, dat mensen een bepaalde gemoedelijke sfeer willen creëren. Om het iedereen naar de zin te maken.

1: Hoe wordt de werkomgeving ervaren door de medewerkers?

2: Als ik kijk naar ons klanttevredenheidsonderzoek is wel positief ervaren. Dat is het voordeel van een groot kantoor, mensen denken dat ze hier alles kunnen bepalen. Dus bij wijze van spreken, als dat niet zo is, als dat ene individu weer vind is dat meteen helemaal slecht. We proberen er een bepaalde eenheid in te brengen dat iedereen op een arbeidsverantwoorde manier kan werken. Sommige mensen hebben soms wel hoge noten op hun zang soms. Ik denk dat dat gecreëerd wordt door zo'n soort wat kleiner kantoor, ik denk dat als het groter is dat mensen meer accepteren.

2: Mensen kunnen met klachten bij FM terecht?

1: Als je kijkt waar ze soms mee komen, dat gaat helemaal nergens over. Dan denk ik hoe heb je het thuis geregeld?

2: Gaat u er altijd op in?

1: We proberen wel altijd, weet je ik vind een klacht, jij kan iets heel erg belangrijk vinden en ik kan er niks van vinden maar ik vind wel altijd, het is ook wel onderdeel van gastvrijheid, je moet altijd mensen hun verhaal kunnen laten doen. Je kunt er wel altijd je gekleurde mening tegen aangooien maar dat is niet zo spannend je moet gewoon luisteren wat mensen te zeggen hebben. Ze komen persoonlijk, of ze sturen een mail. Of het gaat weet je, ik heb ook ooit gestudeerd en toen had je systeemleer, en de rode lijn is hoe het binnen de organisatie formeel is afgetikt en de groene lijn is informeel, hoe het in de organisatie loopt. Ooit loopt een collega van mij hier rond en wordt dan aangesproken over iets, dat is dan geen officiële klacht, maar dat wordt er dan gezegd kan dit niet veranderd worden?

Mensen kennen hier elkaar. De facility manager, ik wordt wel gezien van de formele kant.

Medewerkers gooien er een informeel sausje overheen. Ik vind dat wel mooi wat ik heb het wel in me

dat ik precies wil weten hoe het loopt. Als ik dingen bij wil sturen dan doe ik dat ook. Het loopt zoals het loopt.

2: Denkt u dat gastvrijheid invloed heeft op werknemertevredenheid?

1: Ja, dat denk ik wel ja. Als je meer aandacht geeft aan gebruikers, als mensen iets vragen kun je heel lullig antwoorden of even doorvragen op een nette manier. En als ze iets vragen om een bepaald artikel, je echt verdiepen wat heb je dan echt nodig. Echt geïnteresseerd zijn, wat ze echt willen, dat scheelt wel echt. Dat ze ook echt naar ze geluisterd wordt. En als het een keer niet kan, dat netjes uitlegt. Dat je een verbinding hebt met je gebruikers.

2: Is hier beveiliging?

1: Ja, hier is heel veel beveiliging, preventieve beveiligingsmaatregelen, alarmering en dergelijke, geen beveiligers. Dat ligt er aan wat je in de pand hebt. Bij ons is niks te halen. De ruimte waar de waarde zich bevindt komen wij niet eens meer, dat is allemaal uitbesteed. Bij grotere kantoren kan het zijn dat je een beveiliging hebt staan omdat je niet wil dat mensen van de ene kant in het gebouw zijn, omdat er een bestuurder zit die bedreigd kan worden. Echt bancaire zaken bewaken dat is niet nodig.

Een tijdje terug hebben we een leuke sessie gehad. ik ben bestuurslid, bij FMN, facility management Nederland, we hadden een jaar geleden bij den haag, er is toen die top geweest, een sessie beveiliging en hospitality, hoe dat samen met elkaar kan gaan. Dat was wel mooi. Als er een beveiliging staat kan hij heel nors kijken en je geen antwoord geven of een glimlach hebben en de gewoon helpen. Dus dan krijg je een hele andere hoedanigheid, beveiliging kan zorgen dat het ijskoud is of een veilige omgeving creëren waardoor het misschien juist meer gastvrijheid geeft. Geborgenheid, veiligheid hoort er ook bij.

2: Mensen voelen zich hier wel veilig?

1: Ja, dat is soms wel lastig. Bij facility management hoor beveiliging ook bij. We proberen mensen wel duidelijk uitleggen dat je wel moet opletten wie je binnenlaten, et cetera. Mensen vinden dat gezeik. Geld van de geldautomaten kan niemand bij. Het bijvullen wordt extern gedaan. Dan komt er een vrachtwagen voor de deur, we hebben van die eenpersoonsingangen, de geldwagen rijdt dan voor, dan gaat die open tussen de geldwagen en de automaat, dat is wel heel goed beveiligd. Daar zitten ook hele zware jongens bij. Maar daar hebben wij niks te maken, dat is uitbesteed. In het verleden hadden we een eigen waarde team en liepen mensen van hier met waarde over straat, die liepen met 100.000 gulden over straat alsof het niks was. Wereld is wel heel erg veranderd, harder geworden. En plofkraken, dat is bruto geweld.

2: Dat is gebeurd misschien niet zo snel in ene kleine bank.

1: Wij hebben hier in het verleden hier ook wel overval meegemaakt. Dan merk je wel dat iedereen juist naar elkaar toegaat als zulke rotte dingen gebeuren.

2: Doen jullie dan verder nog iets om mensen het gevoel te geven dat ze wel veilig zijn?

1: Elk jaar wordt er een interactieve sessie georganiseerd met iedereen, dan hebben we het over het onderwerp veiligheid. Voor nieuwe medewerkers, doe ik elke eerste maandag van de maand een rondje in het pand en vertel ik wat over veiligheidsaspecten. Die dingen proberen we handen en voeten te geven. Directie adviseren.

2: Krijgen mensen ook instructies voor bij overvallen?

1: Ja, er hangt ook een bordje wat je moet doen bij een overval. Dat hebben we allemaal wel geregeld.