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Simulation of Behavior of Hotel and Restaurant Business Staff in the Conditions of COVID-19 Viral Pandemic

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Abstract:

The research views staff behavior as a complex mechanism of motivators through the lens of rationality, which obeys the principles of the transitivity axiom and the law of declining marginal utility in times of crisis, including the quarantine COVID-19 pandemic, budget constraints. The factors which affect the behavior of hotel and restaurant staff form a field for understanding behavioral responses. The interests and motives that regulate the behavior of the staff, in this case, reflect the map of utility, which allows modeling the usefulness of employment in an enterprise. It is substantiated that the behavior of the staff should be correlated with the influence of leadership and agile management methods (Scrum, Kanban). The Agile determinants in the pandemic client-oriented management of the hotel and restaurant business provide an algorithmic explanation for the application of the approaches in practice. Flexible management methods allow you to create organizational values for staff, which allows you to build value dependencies within cross-functional team management. The result is the consideration of motivational types of staff and methods for choosing the right Agile approach. It also suggested ways to reformat the hotel and restaurant business in the pandemic and change the professional roles of workers to survive and create conditions for rapid rehabilitation and recovery in the post-quarantine period.

Keywords: staff behavior; agile-approach; customer orientation; hotel and restaurant business; COVID-19; Ukraine.

JEL Classification: L83; M54.

Introduction

COVID-19 has caused a crisis in the hotel, restaurant, and tourism business, pushing their development many years back: contracted revenue streams stopped and franchisors broke contractual situations. Activity stagnation

and personal management in one parallel require the development of realistic strategies that address the issues of adequate crisis responses to assessments and financial stress. Unlike other areas, the hotel and restaurant business depends on tourist migration and the level of consumer income. In business observation, these factors are depleted and have no cash flow prospects. In addition, the labor features are direct contact with consumers when providing services, which in quarantine conditions cannot be replaced remotely. Therefore, in developing sustainability perspectives and expectations for development, it is worth exploring possible HRM models that rely on long-term crisis management experience.

The processes that take place in today's world have caused the evolution of psychophysical perception and transformed human behavior. Customers are becoming more cautious and demanding about the concept of the product, its content, ways of consumption, and service. Information perception and decision-making are characterized by emotionality and vulnerability, reducing time in focusing on information messages. In this regard, traditional methods of personal management should be revised and adjusted for corporate standards and the corporate culture of the hotel and restaurant industry.

Guided by developments in staff behavior management models: Levin's Change Management Model is a three-step approach to behavior change that reflects the process of melting and transforming the ice cube; an eight-step Kotter model – a process that leverages employee experience to reduce resistance and accept the change; the Kubler-Ross curve of change is a strategy that determines people's response to change using 5 stages of experience; the McKinsey 7s model is a process focused on aligning the seven core elements of any organization; PDCA is a cyclical and iterative change management process focused on continuous improvement; Transition Model Bridge – An Approach Focused on Managing People's Experiences in Change (Lucidchart Content Team, 2018) let us try to transform the process of relatively new global challenges. These models are relevant in managing staff in the conditions of corporate change, stable business processes, but inactive in a pandemic crisis, so they need scientific rethinking.

On the other hand, for service companies that are constantly in the throes of client-oriented management and temporarily find themselves in a stressful halt, modeling behavioral standards is an important task in order to rationally achieve the goals and objectives of business success.

1. Research Background

The behavior of economic entities and the forecast of its actions have always been the subject of interest in strategic and operational research. The aim was to identify potential consumer demand and reactions, evaluate competitors' economic policies and possible cartel conspiracies. In terms of staff, in the light of the evolution of the theories of motivation of staff behavior management was laid down in the scientific works of D. McGregor; A. Maslow; E. Mayo; F. Taylor; A. Fayol and others.

In the last years, corporate culture and customer-centered governance issues have focused on organizational behavior (Luthans F. and Avolio B. 2009; Dyatlov V.A. 2009; Sardak 2013; Oxynoid K. 2013; Kibanov A. 2015; Krasovskiy Yu. 2018). However, issues that reveal the peculiarities of modeling staff behavior in the context of customer-oriented management of hotel enterprises are insufficiently covered in the scientific literature. Classical economic theories, which allow determination of the specific features of forming a behavioral model in the corporate standards of hotel enterprises, need to be reviewed and elaborated. The relevance of the research, its theoretical and practical value are caused by the transformations of civilization consciousness, which cause changes in the motivational priorities of the staff. They form the reputational capital of the enterprise, including the hotel and restaurant business.

The purpose of the article is to complement theories of utility, consumer behavior and staff motivation to build behavioral modulations, where the main components are staff orientation to meet the needs and desires of consumers through the provision of hotel and restaurant services.

2. Methodology

Motivation methodology identifies the drivers and motivators that shape the compliance of corporate standards and enterprise management system. With this goal, the theory of utility and consumer behavior is useful to consider (Samuelson 1938; Yastremsky 2007), in this case, the staff acts as the receiver and repeater of the corporate culture.

The reciprocal movement from vision and implementation scenarios with the use of modern visualization tools will allow us to effectively formulate a model of behavior of hotel and restaurant business staff in the condition of the COVID-19 pandemic.

3. Results of Strategy Formation and Implementation for Vinnytsia

Each business unit as a system has elements that combine formal and informal communications and governed by rules of conduct, standards. Thus, staff behavior should be viewed through the prism of organizational culture. The first time the term "organizational culture" was used in the nineteenth century in the military terminology by German Field Marshal Helmuth von Moltke to define relations in the officer environment. Nowadays, the definition has evolved into a scientific axiom, described descriptively (Armstrong 1991; Newstrom and Davis 1997), functional, psychological and historical-genetic approaches. Summarizing these approaches, we can state that the descriptive approach defines organizational culture as a relatively uniform perception of a set of norms, values, belief and expectations of employees to achieve common goals; functional - collective programming of thoughts to solve real ones; psychological - the climate in the organization, which forms the way of thinking and mode of action, which have become a habit and a tradition; historical-genetic - a set of important attitudes, symbols, rituals and myths that correspond to the values of the enterprise, and are passed on to each member as a life experience. Summing up, we note that organizational culture can be described as a kind of fusion of philosophy and ideology of the organization, values, norms and belief inherent in its members, according to which they carry out their actions, build behavior. Each employee has individual psychophysical characteristics, but working in a company, especially in a hotel, they are subject to internal standards of conduct, because it interprets the corporate image and reputation of the company. Therefore, in service companies, the behavior of staff is strictly regulated by corporate standards, behavioral standards and more. To determine the correlators of utility within this article, it is important to conduct a semantic analysis of the concept of "behavior" (Table 1).

Table 1. Semantic analysis of behavior concept

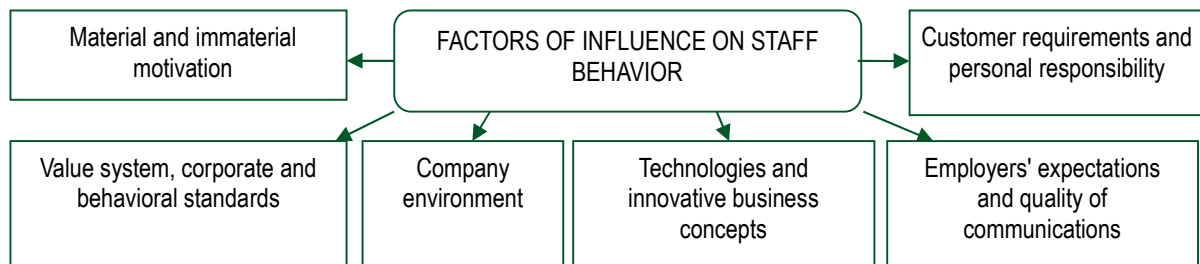
Source	Scientific approaches to the definition
Armstrong M. (1991)	Organizational behavior is defined by the roles which people play over time, interacting with other people in different situations, in order to adapt to changing circumstances.
Newstrom J. (1997)	Organizational behavior is learning people behavior (individuals and groups) in organizations and the practical use of knowledge.
Luthans F., Avolio B. (2009)	Organizational behavior is a field of knowledge that seeks to understand and predict the behavior of people in the organization, as well as manage it.
Dyatlov V.A. (2009)	Labor behavior is individual and group actions that show the direction and intensity of the implementation of the human factor in a production organization. This is a consciously regulated set of actions and deeds of an employee, connected with the coincidence of professional opportunities and interests with the activities of the production organization, the production process.
Sardak O. (2013)	Marketing organizational behavior is the behavior of employees involved in internal business processes, which involves focusing on achieving the goals of the enterprise and their own goals, loyalty to the enterprise and based on consistency: values and goals of employees and the enterprise, staff needs and motivation system, personal potential of employees and the potential of the enterprise.
Oxynoid K. (2013)	Behavior is a social-psychological process, that is subject to a certain interaction of external and internal forces which reflect the personality qualities and aspirations of a particular subject; largely, role or functional-role behavior, i.e. behavior due to the social position occupied by the individual in a hierarchically structured system of intra-organizational statuses
Kibanov A. (2015)	Human behavior is a set of conscious, socially significant actions due to the position, i.e. understanding of their own functions
Krasovskiy Yu. (2018)	Organizational behavior is the behavior of employees who are involved in certain management processes, which have their own cycles, rhythms, pace, relationship structure, organizational framework and requirements for employees.

Source: systematized by the authors

The overview of the sources in Table 1 allows to determine the staff behavior as the attitude and response of employees to specific circumstances or situations in business processes. Organizational and personal culture determine the behavior of the employee in the workplace, affect the quality of internal and external communications, the effectiveness of their work on the company's results. The effectiveness of the influence of adapters and motivators on the staff behavior in the management system as elements of persuasion affect their sense of social and ethical responsibility. At the same time, staff behavior is influenced by internal and external forces, which are used to counteract negative manifestations and conflicts and which can have a positive impact

on effective motivation (Figure 1).

Figure 1. The Direct factors of influence on the staff behavior of the hotel and restaurant business



Source: Compiled by the authors

The company environment is a critical internal force which can effectively create an organizational culture based on mutual respect, teamwork and support. At the same time, the staff management policy, to be effective, should be based on market conditions and adequately assess the general, professional and integrated competencies of an employee, motivating them to the value perception of organizational standards and effective behavior.

Technologies and innovative business processes, operated by the hotel and restaurant company in the service process can have both positive and negative impact on employee behavior. In the conditions of the pandemic, staff should work for the future, using a methodology to support information communication with regular customers through remote access (RMS) and modern business intelligence tools (VI). Although, the technology helps to optimize processes and facilitate work, changes in the organization and implementation of innovations can cause stress, confrontation or rejection. Therefore, it is necessary to stimulate and promote personal development of staff, their competencies, look for new potentials and impulses in the labor market, use trend innovations of staff technologies, which are a good tool during business stagnation and personal quarantine for future staff loyalty.

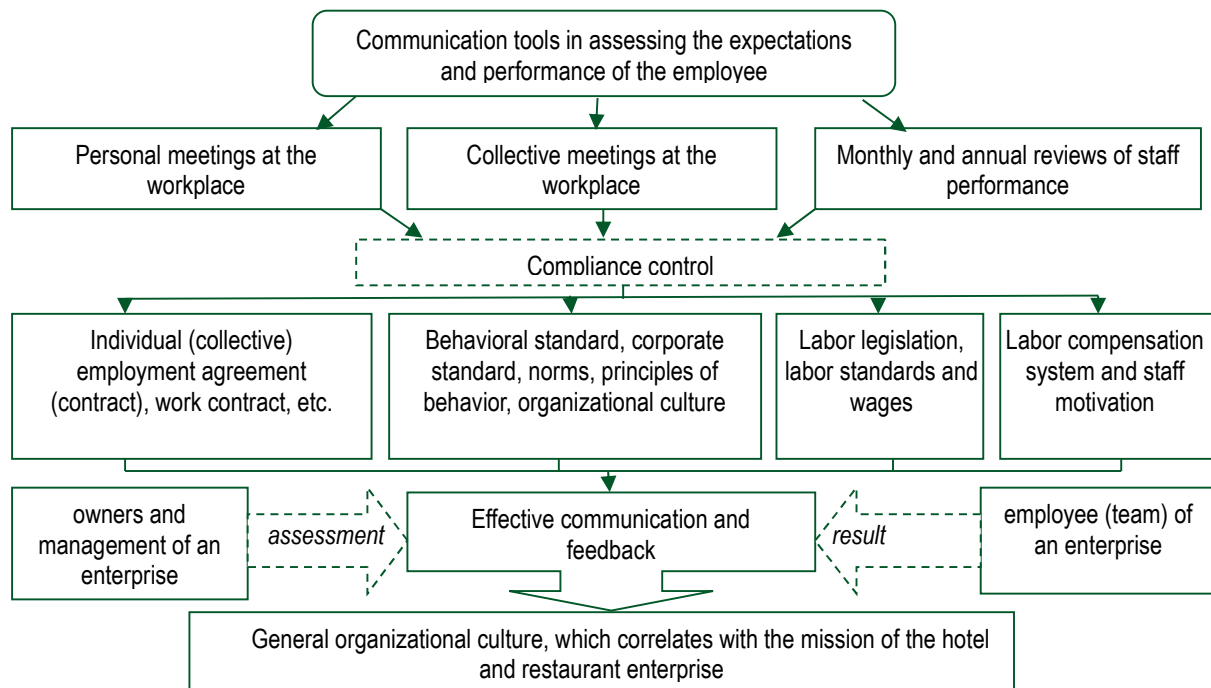
Customer requirements and personal responsibility are the factors that shape the customer orientation of a hotel and restaurant company. The customer requirements are an external force that motivates hotels to improve competitiveness, providing hotel services differentiation. Hotel and restaurant management for the customer orientation should adapt to the changing needs of customers, guided by the principles of high-quality service. Therefore, the efficiency of the hotel will be determined by insight and loyalty to customers who have high expectations for staff behavior. In turn, the expectations of an employer and an employee should communicate and have feedback, reactions. Hotel and restaurant management of a hotel can determine the expectations of the employee and correlate them with the results of their activities using the following tools (Figure 2).

Most employers (owners, managers) expect that their employees will work to achieve the company's goals, its mission. Therefore, it is necessary among the staff to cultivate and develop leadership, which will be followed by employees, sharing the values of the company and forming the customer orientation of the hotel in the system of strategic management. Leaders must show the value of the employee and their performance for the hotel. This connection can help set the right expectations for staff as a whole and survive the crisis caused by the COVID-19 pandemic. Taking into account the individual characteristics of the employee, the formation of the motivation system should be carried out during the crisis, based on the theory of utility. Thus, Samuelson, 1938; considers the effect of utility within the law of diminishing marginal utility as a psychological factor. In other words, choosing motivators for expectations and loyalty to the employer, the employee will be guided by the needs of their material support, and the employer will be guided by the expectations of professional development of the employee during quarantine.

The study was carried out during the quarantine period caused by the COVID-19 pandemic from 12.03.2020 to 8.05.2020. For this study, we used a survey method during online meetings in ZOOM and Skype with hotel and restaurant managers, employees of various executive units of enterprises. Answers to the questions of 324 respondents were processed, including 36 people - support staff, 68 - technical level managers, 52 - back office workers, 62 - front office workers, 38 - line managers, 43 - functional managers, 25 - higher organizational level. It should be noted that the study covered 27 hotels, which include restaurants and bars. Employees of these institutions have been quarantined at home, but the activity of participation in the study was 78% of the total number of invitees. The averaging method was used to analyze the obtained imperial data, which

is shown in Table 2.

Figure 2. Communication tools in assessing the expectations and performance of an employee



Source: Compiled by the authors

Taking into account the minimum wage in Ukraine in 2020 (tariff rate of support staff) marginal utility curve of self-development of hotel and restaurant business staff during a pandemic and forced quarantine (Table 2).

Table 2. Usefulness and marginal utility of hotel and restaurant staff during quarantine caused by COVID-19 in Ukraine (average values of research indicators of hotels and restaurants)

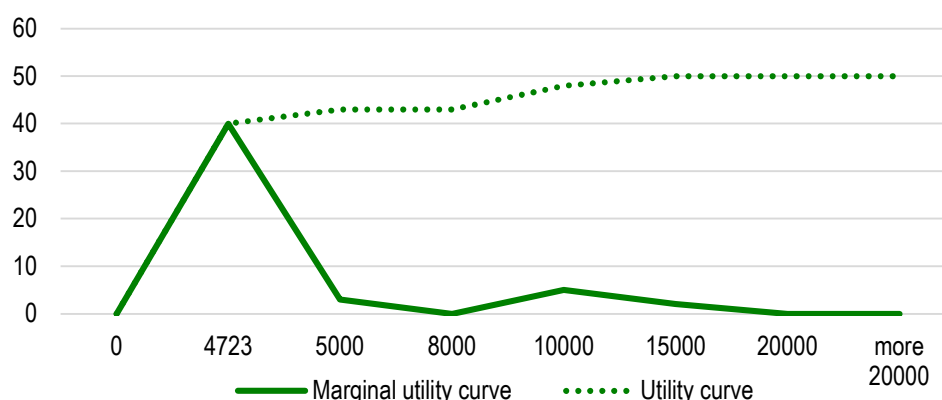
Theoretical level of wages	"Sacrifice" of time for self-development, h.	Marginal utility
0	0	-
4723 (support staff)	40	40
6500 (technical level managers)	43	3
8000 (back office workers)	43	0
10000 (front office workers)	48	5
15000 (line managers)	50	2
20000 (functional managers)	50	0
over 20000 (higher organizational level)	50	0

Source: Compiled by the authors

Most employers (owners, managers) expect that their employees will work to achieve the company's goals, its mission. Therefore, it is necessary among the staff to cultivate and develop leadership, which will be followed by employees, sharing the values of the company and forming the customer orientation of the hotel in the system of strategic management. Leaders must show the value of the employee and their performance for the hotel. This connection can help set the right expectations for staff as a whole and survive the crisis caused by the COVID-19 pandemic. As wage increases, the motivation for personal sacrifice free time for self-development increases, due to the expectations and fears to be in demand after the quarantine and comply with requirements of resuscitation period, which will predictably be rapid (Table 2). Therefore, the development of automated and innovative technologies, updating and improving professional competencies is relevant today (Figure 3).

As one can see, employees are not ready to sacrifice more than 50 hours for self-development. This aspect is confirmed by theories of labor supply (Collier and Jennings 1969; Green, Kagel and Battalio 1987). Thus, compensation of personal income is a critical measure, as it gives unambiguous predictions: an increase (decrease) in wages with compensation for income should be accompanied by an increase (decrease) of efforts. Therefore, to solve the problem of filling the temporarily released management workers with useful experience, it is necessary to financially encourage employees by paying them for this improvement.

Figure 3. Curves of utility and marginal utility of hotel and restaurant staff during quarantine caused by COVID-19 in Ukraine in 2020



Source: Compiled by the authors

On the other hand, formal frameworks for understanding trade-offs between work time (self-improvement) and leisure are provided by economic models of labor supply (Nicholson and Snyder 2008; Charness and Kuhn 2010). Therefore, it is logical to move from abstract schemes to positive developments that are based on consumer budget theory. After all, in this case, employees are consumers of useful experience in professional growth. Based on the study of E. Slutsky and his followers (Gorkina 2012), we concluded that the theory of consumer budget can demonstrate a positive effect in creating a model of staff preferences on the axiom of transitivity (Table 3).

Table 3. Modeling the preferences of hotel and restaurant business staff (average values of research indicators of hotel and restaurant enterprises)

Levels of satisfaction with practice	The value of job satisfaction levels	Theoretical level of wages
-2	Sabotage: unwillingness to work, conscious and unconscious unscrupulous performance of duties, functions, tasks	Minimum salary (4723-6000 UAH)
-1	Criticism: negative assessment and judgment about the company, unwillingness to improve something in their activities and in the company as a whole	
0	Indifference: unwillingness and disinterest to take an active part in the business processes of the enterprise	The average salary in the industry (6500-11000 UAH)
1	Gratitude: a sense of recognition for the opportunity to work in this company, for provided additional benefits, the opportunity to develop professionally and personally, including official incentives	
2	Recognition and respect: a positive assessment of the enterprise, complicity and embassy, a sense of the need and importance of the results of work for the company.	Effective salary (12000-20000 UAH)
3	Development of professional competencies and self-realization: the use of acquired professional competencies and experience in practice, which brings a positive result for the company	
4	Satisfaction with the situation: the level of well-being, security issues and confidence in the future	
		Maximum salary (20000 UAH)

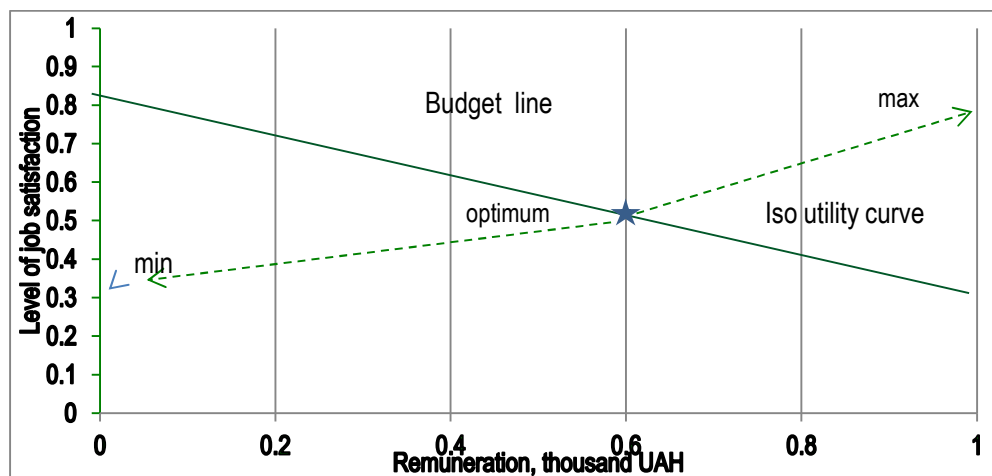
Source: Compiled by the authors

To explain satisfaction levels, consumer theory can be used to analyze consumer choice between leisure and work. Since the consumer has a limited amount of time, he must choose between leisure (which does not generate income for consumption) and work (which brings income to provide consumption). Therefore, according to the graphic (Figure 4), maximization of pleasure is provided at high payment, and moves towards minimization - at its decrease. The value formed by the intersection of the budget line and the indifference curve is optimal.

Thus, we see the most significant motivators of effective for the hotel and restaurant company staff behavior: pay, atmosphere in the team, self-realization, and respect, as well as ensuring effective leisure (professional development, recreation). These tools can be deployed in a flexible management system by

allocating roles among employees and identifying an agile coach to manage business processes. In the conditions of strict quarantine and the expected rapid exit from it, the most suitable for use among Agile-approaches are Scrum and Kanban, which work even in remote mode with certain processes.

Figure 4. Iso utility curve and budget line of hotel and restaurant staff



Source: Compiled by the authors

For example, by stopping the hotel work, it is still possible to continue to create a new service, work with the customer base, give staff new professional roles. It can be adapted to pandemic conditions and create a space in the hotel for observation, the so-called medical placement (TM). In the restaurant business - to optimize processes and work on delivery, again to retrain staff under new conditions – waiter or bartender - courier; administrator - an operator with the work of orders, etc. We compare the conditions of Scrum and Kanban and the parameters of application by the hotel and restaurant business in a pandemic conditions and quarantine (Table 4).

Table 4. Application of Agile-approaches in the conditions of the COVID-19 pandemic

Options	Scrum	Kanban
Purposes of application	Form sprints (time tasks) and finish it	Task execution and management (sprint correction)
Minimum iteration length	2 weeks (sprint)	1 day
Frequency of change of priorities	lasted	momentary
Quality assessment	Number of <i>Points or hour</i> per sprint (team performance)	Average time to complete the task (Cycle time = developed - developed)
Expediency of application	Launch of new services, products and ensuring control over deadlines, improving team communication	Operational management of business processes, where many tasks in an unpredictable sequence
Application in the business environment in quarantine	Development of new services and products, development and implementation of new technologies, training and raising the professional level of staff, organization of workshops, webinars, etc.	Development of menu items for delivery from the restaurant, providing hotel rooms for self-isolation to guests with medical support

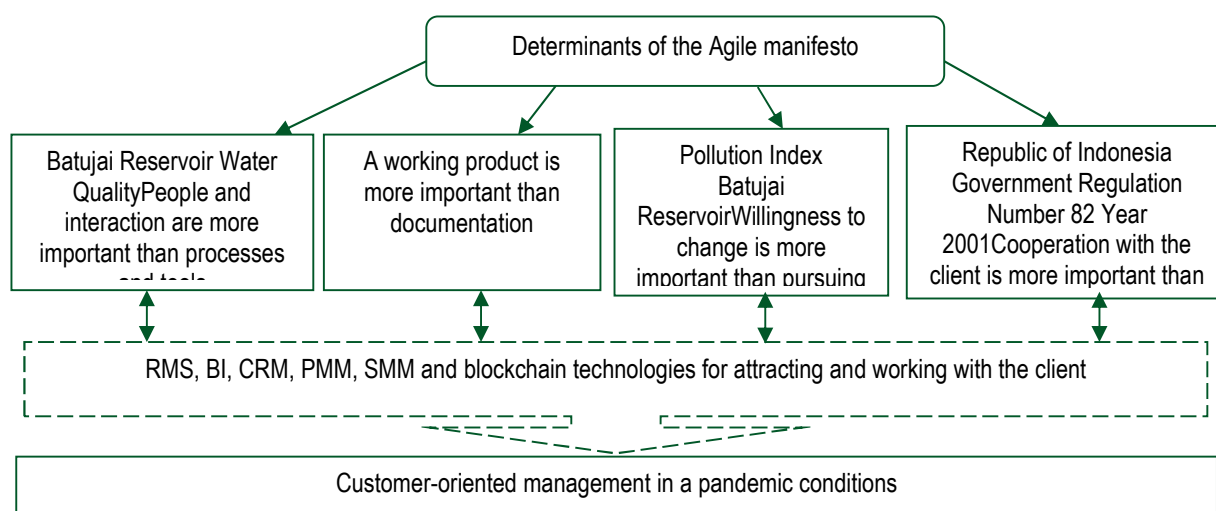
Source: Compiled by the authors from Alaidaros *et al.* 2018; Karimi-Mamaghan *et al.* 2020; modified

Thus, the proposed Agile-approaches adapt the business environment to the new, which will become the norm, the conditions of staff interaction in the model of behavior management. So, Agile positions the following determinants in Figure 5.

Flexible approaches in modern conditions are a maneuverability for service-oriented business formats (Figure 5). In a pandemic, restrictions on movement, stopping attractions and entertainment creates a catastrophic financial situation that precedes bankruptcy. Therefore, working with information marketing and financial tools is a strategic decision to establish a dialogue with customers and stakeholders. So, CRM processes databases and customer histories, PMM - evaluates the market and the buyer, develops product strategies, which will be important for new conditions; SMM - establishes communication with customers through

social networks and Internet platforms; blockchain technologies work with document management, integrate business into new payment systems, help to do without financial intermediaries.

Figure 5. Agile determinants in the system of customer-oriented management of hotel and restaurant business in a pandemic condition



Source: Compiled by the authors from Alaidaros *et al.* 2018; Karimi-Mamaghan *et al.* 2020, modified

After the weakening and complete exit from the quarantine regime, most companies, including the hotel and restaurant business, will face a number of problems that Agile-approaches and models of personnel behavior management will help to solve. Based on the research, we will form the main models of influence on staff behavior (Table 5).

Table 5. Application of Agile-approaches in the conditions of the COVID-19 pandemic

Options	Scrum	Kanban
Motivational type of employee	Characteristics of the type of employee	Kanban/ Scrum
Active achiever (leader)	Growth of organizational efficiency of labor activity is proportional to the degree of satisfaction of motivational expectations for the employee	Scrum
Active with avoiding motivation (follower)	Fundamentally limited by the task (normative value)	Kanban
Passive achiever	Organizational working conditions and incentive system go against with motivational expectations, conflict	Scrum
Apathetic with avoidant motivation	Employee with destructive reactions who seeks to avoid punishment or other negative sanctions for failure to perform tasks, failure to achieve planned results or poor performance of functions	Kanban

Source: Compiled by the authors from V. Gerchikov, 2018; modified

Based on the obtained results, it is possible to effectively manage the behavior of personnel both in a pandemic condition, when reactions are exacerbated emotionally, and the post-quarantine period, periods of economic development. The main thing is to choose the right goals and management approaches for the most effective use of physical and mental abilities of the employee. Thus, under conditions of long-term, mandatory quarantine restrictions, effort will be driven by motivational factors (Hagger *et al.* 2010). In the post-quarantine period, the resumption of activities will require significant efforts, the marginal cost of which will increase, which may lead to further depletion of staff. Therefore, flexible management approaches at the implementation stage today will be able to solve this problem in the post-quarantine period, by developing new service products and methods of working with customers.

Conclusion

Research has shown that staff behavior is characterized by subjective, variable, and unpredictable indicators. Even in pandemic conditions, awareness of the superiority of moral motivators over the material (financial) remains. Staff expects weakening and exit from the quarantine restrictions, often overestimating the value of their

position and work in general, not in favor of the latter. Using time efficiently, most hotel and restaurant staff actively use the time to enhance professional competencies through online platforms, video conferencing courses, and workshops or organize their blogs and video chats. The revaluation of the value of various professional roles in the hotel and restaurant business has shown the importance of certain professions that are in demand during the downtime: CRM, PMM, SMM-specialists, blockchain technologists. At the same time, production and service personnel were forced to focus on either changing their role as courier or changing their professional preferences and gaining relevant skills remotely.

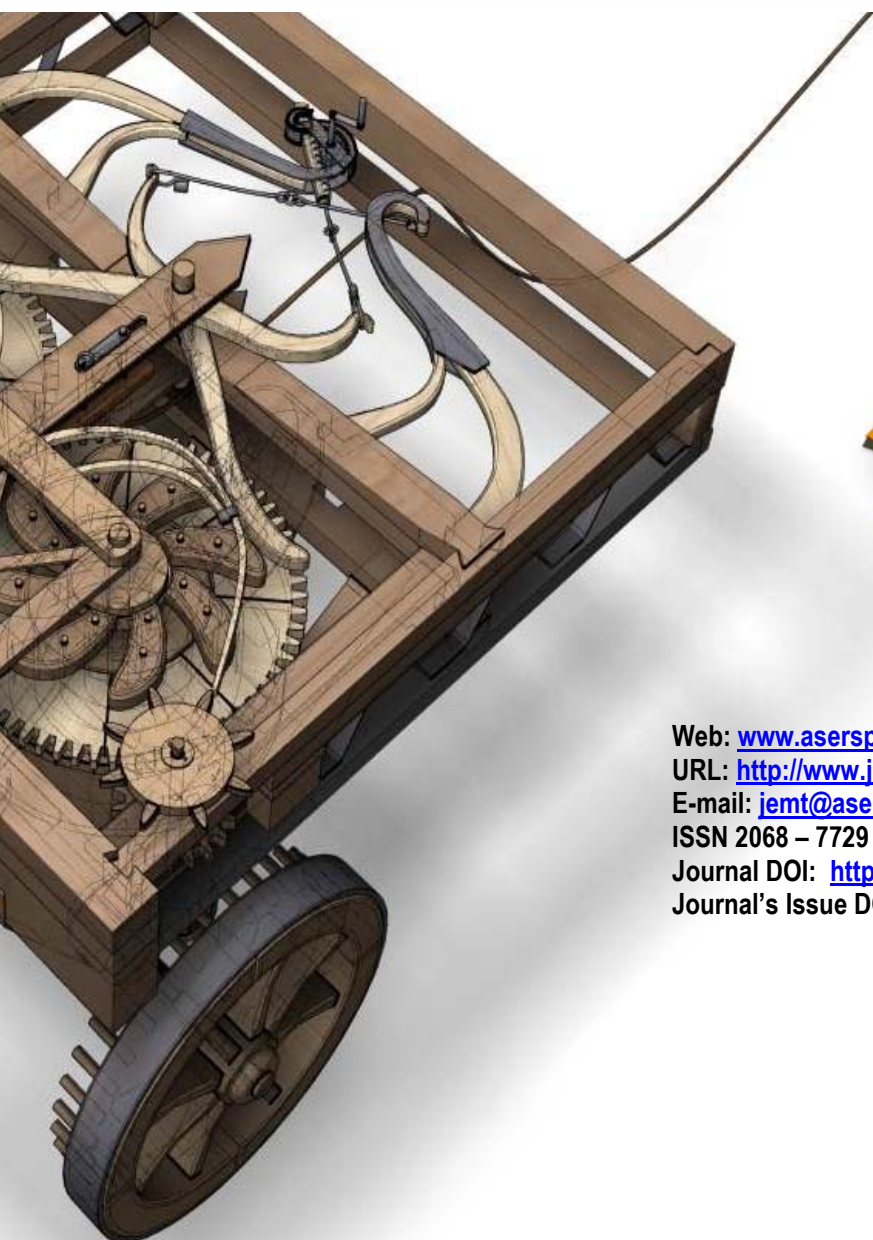
As a descriptive theory, the proposed methodology for modeling staff behavior with sparing Agile-approaches and tools will help to restore the HR-potential of the hotel and restaurant business in the short term. From a rational point of view, there are two reasons why the application of the proposed technique is appropriate and why it may be adequate for decision making. First, the study showed that the amount of wages before the quarantine period is not a factor and motivator to allocate a proportion of income share of time for professional development, there was even indifference. The argument of irrationality was reinforced by the construction of an indifference curve that intersected with the budget line in the area slightly above the theoretical level of the minimum wage (Figure 4), which shows the lowest interest in professional development (Table 1). Thus, the motivational bias in favor of returning such staff to work should have material character (the employer's social packages should work, or for a period of downtime provide guaranteed payments at the level 2/3 of salary from reserves or loans). Secondly, solving the problem of downtime during quarantine, business owners should think strategically, and today involve staff in the development and implementation of new services, ideas, technologies for working with clients, using their efforts and desire to participate. In this sense, the trade-off of workforce and business demonstrated in our offerings with help of Agile launch can resolve the issue of a high level of justification for interaction of customer-centric system with the staff that emerges in reinforcement-based decision-making models (Cohen *et al.* 2007, Alaidaros *et al.* 2018). Further research requires reliance on facts and comments from practitioners and scientists. It should be noted that the decisions made by the participants of our experiments were well thought out, clear and unambiguous, which allowed us to interpret them as a reflection of the factual opinions of the vast majority. Second, the choice of flexible Agile management methods for simplicity of use and multifunctionality of tasks has effective practices, which justified the positive perspectives of considered choice.

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