

## The Link between Leisure Involvement and Service Performance: Evidence from Frontline Staff Employees in Culinary Industries

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### ABSTRAK

Many studies have examined the service frontline staff performance of various industries but rarely found to be associated with leisure involvement in the culinary industry. This study discusses how the relationship between leisure involvement to service performance with variable subjective well-being as intervening. To test this research model is used PLS or partial least squares modelling, by taking a sample from frontline staffs culinary place which amounts to 313 samples in Bandung City, Indonesia. The results of this study found that there is a significant relationship between leisure involvement in service performance and subjective well-being. In conclusion, an employee who is often involved in leisure activities is likely to be happy and will result in their performance in serving customers to be good, this is also influenced by their satisfaction with their work, although the results are not too significant. The implication in managerial that the businessmen need to pay attention to the welfare of employees to service performance given high value.

### Keywords:

*Leisure involvement, subjective well-being, service performance, frontline staffs, culinary industries*

### 1. BACKGROUND

Creative industry in Indonesia consists of various fields, but the culinary industry becomes one of the most profitable creative industries in economic growth. The culinary industry has great potential to continue to grow in Indonesia. Of the 8.2 million units of creative industries, about 68% are in the culinary industry. It is necessary to follow up to develop the culinary industry. Not only in the culinary industry, in companies that provide services, has front-line staff consisted of unique and exciting things to talk about because of the direct connection with consumers. At this time, culinary places have become part of the hospitality industry even nowadays the culinary world developed towards the direction of tourism due to lifestyle changes that people view culinary is one of the travel activities. So at this time is the culinary world of interest for exploration and tourism purposes. The habits of people who choose to go out to eat have become their lifestyles [1]. The motive is none other than to find the atmosphere and the sensation of eating in various places so that culinary people in business need to pay attention to skilled human resources to compete in this competitive culinary world [2]. The culinary industry in Indonesia, especially in Bandung in 2016, there are 795 culinary places to operate, 396 types of speciality restaurants, 372 restaurants, 14 cafes and 13 bars [3]. Compared to 2015 data which only has 665 culinary places. The growth of the

culinary business in Bandung can be said to increase rapidly. Culinary entrepreneurs need to pay more attention to frontline staff, as they play an essential role in making consumers interested and satisfied. Frontline culinary staff who work in high intensity are required to remain friendly to customers, and maybe some people feel burdened by it [4]. Frontline staff is typical with underpaid, undertrained, overworked and highly stressed. Referring to previous research conducted by Bacon & Blyton [5] which states that the higher the ability of the staff the better the services provided. So that business people can better pay attention to their frontline, because of the direct interaction they do with customers, and the role they have is also significant in meeting consumer expectations [6].

The importance of the function of frontline staff in influencing the success of the company, then the company is expected to pay more attention to the quality of service companies [7]. Frontline staff is position as an image representing the organisation or company. Based on evidence of existing experience shows that frontline staff can provide high-quality services, higher satisfaction, and make a favourable forecast, then the impact will increase the frequency of a customer's return [8]. Then, it is essential to understand and predict employee performance in their service. This can be predicted from one's subjective

well-being, the mood of an employee can affect how they serve customers. Besides, their satisfaction with their work is also their factor in doing their job well [9] which may influence the service performance, because of its effect to increase satisfaction [10].

Another study that argues that leisure involvement is also a driver of service performance, the reason being, first, research shows that leisure involvement can positively influence the work of employees [9]. Also, there is a study that reveals the relationship between comfort and life satisfaction [11]. So it can be concluded that previous research revealed that leisure involvement would influence the performance of frontline staff services. With reference to some previous research conducted by Jernej & Mussap [12] who examined leisure satisfaction relationships on the subjective well-being, and another study that examines the tourism involvement on service performance that has a positive effect [12]. So in this study will be tested to confirm the previous study how leisure involvement and subjective wellbeing influence service performance. The purpose of this research is to know to examine the direct relationship between leisure involvement in service performance and subjective well-being. Second, to assess the direct relationship between subjective well-being to service performance. The third is to examine which variable has the most influence on service performance.

## 2. LITERATURE REVIEW

### 2.1 Leisure Involvement

Leisure is the free time available for someone to do the activities they enjoy. Leisure activities are done to make someone feel relaxed and happy. Therefore, to seek pleasure, a person usually performs leisure activities in his spare time. Also, leisure can also be enjoyed together or done in private. Lu and Hu [12] revealed that the element of leisure could found within the scope of outside or indoors. Physical activity such as sports, outbound, or non-physical activities such as watching shows or listening to music, can be classified as leisure activities [13]. In general, people enjoy more of their free time than they do, because in their spare time they can do activities that make them happy. Involvement is a concept widely used by scientists of late in the science of consumer behaviour associated with leisure, recreation and tourism. Leisure involvement has three dimensions based on the theory expressed by Kyle and Mowen [14] namely attraction, centrality and self-expression. These three dimensions represent the conceptual aspect of leisure involvement attraction dimension is a combination of the concept of interest and pleasure in doing leisure. Owned views should not concern about how often a person engages in leisure activities but instead leads to how they perceive the activity and how to demonstrate the

activity. Then centrality, leisure activities lead to one's lifestyle. Within the dimension of centrality, several things relate to how significant the activity is to one's survival. While the self-expression dimension refers to the representation of self that wants to be shared with others to join them.

### 2.2 Subjective well-being

The subject matter wellbeing is a broad concept that includes some negative and positive aspects of a person or individual. These issues are related to their lives that include work, family, and health, which consists of a scientific analysis of how people evaluate their lives. Often the components of subjective wellbeing are correlated with each other, so they are researched into one construct, but research shows that the subjective well-being component is a separate construction [15]. Based on PWI or known as Personal Wellbeing Index [16] some components are achieving in life, a standard of living, health, safety, community connectedness, personal relationships, future security, and spiritual or religion. Some researchers research to determine the effect of demographic factors as if marriage and income on subjective well-being. Although subjective well-being has been widely studied in psychology, because research in marketing is still hard to find. In the field of marketing, research will focus on how the acquisition of goods is related to customer satisfaction. In previous research shows that there is a positive relationship between subjective well-being to life satisfaction. Also, Hribernik and Mussap [17] subjective well-being components influence leisure time by 37%.

### 2.3 Service Performance

Based on Liao and Chuang's opinion [18] Employee service performance is defined as the behaviour in which employees serve and help their customers. There are also opinions that explain that employee performance consists of three components: role, extra role to a customer, and extra role to the organization. Components in the role refer to the main tasks included in the job description such as getting useful information about the service delivered, performing the correct product display, and handling the order of the kind. The role of the extra-role in the customer is the discretionary behaviour of the employees that indirectly affect the value of the chain in delivering the product such as providing extra services to clients. While the extra role of the organization refers to the willingness of employees to promote organizational welfare. Bowen and Ford [19] argue that for employees to serve customers well, companies need to motivate and satisfy employees so that they can provide services without difficulty. Next, Liao and Chuang [20] show that employee service performance has three predecessors: individual level, store level,

and service climate. The personal level is an employee's personality consisting of continuity, neuroticism, extroversion and conformity. The store level is a human resource practice including employee engagement, service training, and performance incentives. The service climate refers to employees' shared views on procedures, policies, and practices.

### 3. RESEARCH MODEL & HYPOTHESIS

This study aims to examine the consequences of engagement involvement in the spare time on front-line staff performance. According to the literature already discussed, the relationship model is illustrated in Figure 1.

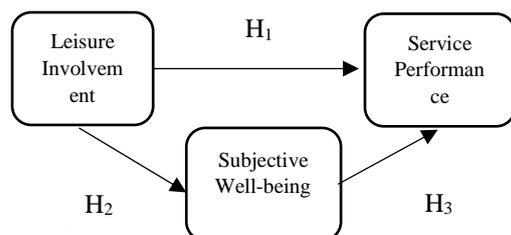


Figure 1. Research Model

#### a. Leisure Involvement and Service Performance

Leisure involvement and service performance can be expressed using their leisure experience. Based on the theory expressed, the experience of engaging in leisure activities can affect one's psychological considerations as well as physical and mental health, as well as the satisfaction of life that leads to one's personal growth. If the needs of employees can be met, they will have a more positive and productive lifestyle, both economically, intellectually and emotionally [21]. If the employee is more positive and productive then will complete the work with the maximum. Recently, Kim, Woo and Uysal [22] have found that involvement in tourism not only reduces stress but also improves quality of life and improves life satisfaction is an essential condition for employees to provide high service. Since tourism is considered a relaxed activity, this argument leads to the assumption that the more employees involved in leisure activities, the better performing their service work.

H<sub>1</sub> : leisure involvement positively influences service performance

#### b. Leisure Involvement and Subjective Well-being

Based on the theory of the International Wellbeing Group that is exerted there life domain will affect the prosperity of subjective individuals. Some live domains are made to measure subjective well-being variables. Relationships with leisure involvement can be found in research conducted by Hribernik and Mussap (2010) which shows that leisure involvement

affects subjective well-being. Individuals who engage in leisure activities tend to feel satisfied with their lives, feel physically and mentally healthy, and they more efficiently manage their lives, whether in the family field, relationships, or work. Also, there is the possibility of some domains that cannot form a satisfaction life, namely religion or spiritual sphere. This domain has a low influence on subjective well-being, this means that some people assume that religion is a private matter known only to everyone. So it becomes an option for individuals to abide by religion [16]. In fact, in this sample, personal safety and security of the future do not explain the unique variance in life satisfaction at all while only representing 1%. Although such domains sometimes only remain in the PWI because of their significance in certain countries outside Australia, a little prediction for future research is that leisure activities are one more aspect even though aspects of life, which have considerable influence to cross-cultural areas that contribute to the subjective well-being and life satisfaction.

H<sub>2</sub> : leisure involvement positively influence subjective well-being

H<sub>3</sub> : subjective well-being positively influence service performance

### 4. RESEARCH METHOD

To achieve the objectives of this study required appropriate data to analyse the results of secondary data collection and primary data. Data collected from frontline staff working in the culinary field in Bandung. The focus of this research is about the performance of services provided by frontline culinary staff, and then the data is taken from frontline staff where the culinary. Based on statistical data there are 795 restaurants listed in Bandung, covering 396 speciality restaurants, 372 restaurants, 14 cafes, and 13 bars [3]. Data were collected from 48 carefully selected culinary types taking into account the size of the culinary place (see a table of culinary characteristics). Respondents were selected randomly from the selected culinary place, and they were asked voluntarily by being informed of the confidentiality of data to be filled as well as instructions for filling out the questionnaire. Of the 332 employee responses collected, only 313 responses were used for further analysis because 19 responses were not filled in entirely. Based on Hair et al. [23] adequate sample size if you want to use SEM-PLS at least ten responses can be shown for each item, so if using the minimum guidance, it is recommended that the sample size for this study be 290. However larger sample sizes will increase consistency [23]. Based on the theory then 313 responses can be used to test the proposed model.

This research uses several items to measure the frontline staff construction variables in the culinary field. The research questionnaire was developed based on existing literature. Leisure involvement is measured by 12 items formed from three dimensions that represent attraction, centrality and identity expression adopted and adapted from theory [14]. After that, this study links the subjective well-being with life as a whole, the standard of living, health, achievement in life, how safe you felt, and future security as dimensions by adopting and adapting from previous research conducted by Jernej and Mussap [17]. For the scale of service performance is measured by using five items adapted to previous research [8] and also from study literature [18]. All indicators in the variable are measured using a Likert scale consisting of 5 points as fair value (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). The questionnaire was tested by pre-testing the first ten frontline staff to ensure clarity and suitability of questions.

## 5. ANALYSIS DATA RESULTS

### a. Description of the respondent

The table below shows the respondent's description of the data collected. Table 1 shows the characteristics of respondents, and for table 2 shows the characteristics of the culinary place.

Table 1. Demographic Characteristic of the Respondents

Demographic	Description	Frequency	%
<b>Gender</b>	Male	163	52%
	Female	150	48%
<b>Age</b>	18-24 years old	219	70%
	26-35 years ol	78	25%
	36-45 years old	15	5%
	>45 years old	1	0%
<b>Education</b>	< High School	71	23%
	High school	206	66%
	Bachelors	35	11%
	Magister	1	0%
<b>Working experience</b>	< 3 years	217	69%
	3 - 10years	92	29%
	> 10years	4	1%

Table 2. Restaurant Characteristics

Variable	Description	Frequenc y	%
<b>Store size (M<sup>2</sup>)</b>	<10	59	19%
	11 – 25	146	47%
	>25	108	35%
<b>Number of staff</b>	< 3	40	13%
	3-10	146	47%
	> 10	127	41%
<b>Consumers visit average</b>	< 25	9	3%
	26-50	102	33%

Types of Restaurant	>50	203	65%
Cafe	84	27%	
Restaurant	121	39%	
Foodcourt	6	2%	
Warung makan	55	18%	
Kedai	47	15%	

### b. Measurement Model

In this study, to test by following the model that has been proposed, then done two stages of testing that is the validity and reliability. For validity measured using the loading factor and the average variance extracted. It can be seen in table 3 that all items are considered valid and reliable due to the standard loading values above cut-off 0.5 [24] and significant at  $p < 0.01$ , and AVE (average variance extracted) was also above 0.5 cut-off rate (Hair et al., 2014). Furthermore, to see the reliability test, Alpha Cronbach is used with a cut-off level of 0.6 [23], and reliability test results can be seen in table 3 with all item values above the cut-off level of 0.7 and can be tested further.

Table 3. Loading of the Item Measurement, Composite Reliability (CR) and AVE

Construct/ Item	Loading*	Cronba ch $\alpha$	CR	AVE
<b>Leisure Involvement</b>		<b>0.910</b>	<b>0.923</b>	<b>0.501</b>
Leisureis very important	0.765			
Leisure offers relaxation when pressures build up	0.703			
Participating in leisure is one of the most satisfying things	0.740			
Enjoying leisure	0.721			
Life is organized around leisure	0.684			
Leisure has a central role in my life	0.719			
Discussing leisure with friends	0.721			
Participating in leisure provides with an opportunity to be with friends	0.692			
Participating in leisure. says a lot about whom i am	0.765			
Could tell a lot about a person by seeing them participating in leisure	0.583			
When participate in leisure can be yourself	0.725			
When participate in leisure others	0.654			

Construct/ Item	Loading*	Cronbach $\alpha$	CR	AVE
see me the way they want to see me		0.801	0.858	0.502
Subjective Well-being				
Life as a whole	0.773			
Standard of living	0.694			
Health	0.618			
Achievements in life	0.764			
How safe you feel	0.736			
Future security	0.655	0.902	0.923	0.631
Service Performance				
Being friendly and helpful to customers quickly	0.774			
Approaching customers quickly	0.843			
Asking good questions a	0.862			
listening to find out what a customers want				
Being able to help customer's when needed	0.778			
Pointing out and relating item's features to a customer's needs	0.787			
Suggesting items customers might like but didn't think of	0.709			
Explaining an items's features and benefits to overcome a customers's objections	0.799			

Table 4. Heterotrait-Monotrait Ration (HTMT)

	Leisure Involvement	Subjective Well-being	Service Performance
Leisure Involvement			
Subjective Well-being	0.481		
Service Performance	0.632	0.644	

### c. Structural Model

Based on the theory described by Hair, Hult et al. (2014), the bootstrap method by applying 500 reps is done to assess the significance of the indicator. Then R2 of all constructs is unpredictable using a diagnostic tool for model attackers. On the goodness of fit (GOF) average geometric mean R2 for endogenous construction. There are also standards for GOF results with small provisions (0.02), moderate (0.25) and large (0.36) (Hair, et al., 2014). In the results of this study, GOF 0.38 (table) which is a model of the relationship between leisure involvement in service

performance is a significant level, showing a good performance model.

Table 5. The goodness of Fit (GoF) Index

Variable	AVE	R <sup>2</sup>	Q <sup>2</sup>
Leisure Involvement	0.501		
Subjective Well-being	0.502	0.191	0.087
Service Performance	0.631	0.493	0.287
Average Score	0.545	0.342	
AVExR <sup>2</sup>		0.186	
GoF = $\sqrt{\text{AVExR}^2}$		0.432	

In the opinion of Shin and friends [25] states that a researcher should be able to use the value of R2 and Q2 Stone-Geisser as a significant analysis to assess the research model using PLS. In this study, obtained Q2 results of 0.087 for subjective well-being, and 0.287 service performance, so it can be concluded that the three variables have satisfactory predictive relevance [23]. Furthermore, it can be seen in Table 5 of the structural model test that shows that leisure involvement explains 19.1% (R2 = 0.191) subjective well-being variable. Leisure involvement and subjective well-being explained 49.3% (R2 = 0.493) of service performance variables.

Table 6. Path Coefficients

Path	Coefficient	t-Stat
Leisure Involvement => Subjective Well-being	0.437	7.968
Leisure Involvement => Service Performance	0.414	7.651
Subjective Well-being => Service Performance	0.252	4.500

Table 6 shows about leisure involvement which has a positive and significant influence on service performance with the coefficient value obtained (0,414) significant at  $p < 0,01$ , thus, H1 is accepted. For the relationship between leisure involvement toward subjective well-being has a significant influence. This can be seen from the results obtained with the value of 0.437 coefficient significantly at  $p < 0,01$ , then H2 is accepted. Then the relationship between service performance influenced by subjective well-being, service performance is positively influenced by subjective well-being with a coefficient value of 0.252 significantly at  $p < 0,01$ . So H3 accepted. So, based on the analysis result, it can be concluded that hypothesis H1: leisure involvement positively affect service performance, H2: leisure involvement has a positive effect on subjective well-being, and H3: subjective well-being has a positive effect on service performance. So this research model shows that all paths connecting leisure involvement with service performance with subjective well-being as intervening have positive and significant influence.

## 6. DISCUSSION

In previous research has described some relationship between tourism involvement with various aspects of life and work. However, there has not been much literature that examines the relationship between leisure involvement with the performance of frontline staff culinary services, as well as subjective well-being relationships with service performance. So in this study found the understanding of the influence of leisure, subjective well-being, on the performance of employees in the field of culinary. Leisure involvement proved to have a significant effect on service performance in this research. Of course, this is a discovery considering not many articles are examining this so that it will broaden the understanding of leisure involvement in employee performance. Based on research conducted by Yeh [9] is a useful controller to investigate the relationship between leisure involvement in service performance that frontline staff can serve customers better if they engage in leisure activities. When they are under pressure and then given space for leisure activities, employees tend to improve the mood at work so that the service to consumers will be maintained. During leisure activities, they will be less aware of time, have a sense of freedom, so lose power as it should be replenished [6]. Thus, frontline staff will feel more satisfied psychologically, physically and mentally affected towards a more positive and improve life and work satisfaction [22] [21] [10] it will culminate in their work better than ever.

In a previous study, it was explained that leisure involvement in service performance is partly mediated by subjective well-being [17]. Judging from the fact that in addition to leisure involvement has a direct effect on employee performance, it also has an indirect influence on subjective well-being. With the involvement of an employee in a relaxed activity will result in them recovering from the negative things that can disrupt their work [25]. When employees have recovered will result in the return of energy to work, more committed to working, more friendly in serving consumers, and also enjoy the work done so that the emergence of a sense of satisfaction with his work [10]. Culinary employees who often do leisure activities tend to be more relaxed and happy, so the services they will provide to consumers will be better.

If examined theoretically of view, this research will support some of the fundamental theories that build this research model. The first of these studies support the theory put forward by Kyle and Mowen [14] which guides to further examine the relationship between conveniences to service performance. The results of the previous research indicate that employees who often do casual activities tend to have individual

welfare psychologically, physical and mental health also affect the more positive, have a high satisfaction of life, and work better in providing services to customers. Both studies also support the Hribernik and Mussap theories [17] which shows the result that leisure involvement will make a person feel happy (subjective well-being). Can be reviewed from health, income, and also work done. From a managerial point of view, this study clarifies the importance of leisure involvement in frontline staff so that they can be happier and more prosperous and satisfied with the work they do so that the performance of the services provided to customers can be improved for the better. There are also implications of the results of this study that can be given some culinary business. First, in this study revealed that an employee who often performs casual activities tends to have excellent and high service performance. Therefore, culinary entrepreneurs can focus on the recruitment of employees for example, by choosing candidates who are often involved in the holiday with the aim to better able to manage the work for the better. Second, culinary entrepreneurs can schedule activities together with frontline staff. Third, culinary entrepreneurs need to build frontline staff awareness to be more involved in leisure activities. Disseminating information about the benefits of casual activities can be distributed to employees, in addition to what culinary entrepreneurs can do on a weekly or monthly scale, and staff frontline participation should also be noted that no one feels neglected. So, in the end, culinary entrepreneurs need to create programs related to leisure activities that involve all frontline staff.

## 7. LIMITATION & SUGGESTIONS

The limitations of this study are related to data collection and use cross-sectional design, as it results in the ability to capture the dynamic link between subjective well-being and service performance that tends to change over time. Some conceivability that occurs is the situation that is not right for respondents to respond, if by chance at that time the individual is not satisfied with his work then the resulting response will change. Therefore the interpretation of this study is limited. To overcome this, in the future the study can be designed to be more accurate so that the results can be compared. The next limitation is this study which only takes samples from the frontline staff in the culinary business in Bandung. Then there will be the possibility of differences in perception of the culinary business elsewhere. This limits the generalization of the findings of this study. To get more impact and the overall impact of leisure involvement on service performance, further studies should consider by sampling from various fields, such as industry, banking, or otherwise. Suggestions for further studies can add job-related variables, such as staff personality

traits and so on. In addition, the study is also limited only to frontline culinary staff, to measure service performance that may involve supervisors, managers or even customers in future research.

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