TIPPING HABITS IN HOSPITALITY INDUSTRY IN MONTENEGRO

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Abstract
Purpose and design – Tipping as kind of consumer satisfaction indicator is widely explored but at the same time it is still an interesting research area especially in hospitality industry due to service interaction. The main aim of this article is to find out some tipping habits in the hospitality industry in Montenegro and to highlight the importance of managing the "moment of truth" as a result of the service process.
Methodology – It has been used the online survey in form of structured interview. The sample was formed by snowball sampling as a non-probability method which based on referrals from initial subjects in order to get another subject. The sample consists of 89 respondents. Statistical data analysis was carried out with the help of IBM Statistic Package for Social Science (SPSS) software version 20. For statistical analysis, apart from mean value, ANOVA, t-test for independent sample and Eta Square were used as well.
Findings – It was found that more of three quarter of respondents are always, very often and often giving a tip; in more than ninety percentage of cases they give a tip to a waiter; they rated speed and efficiency of service as the most important one among other reasons for tipping, giving no advantage to the mod of payment (cash or credit card), or the gender of waiter; more than ninety percentage of respondents give a tip till ten percentage of the bill; more than eighty percentage give a tip till 2 €; most of the respondents give a tip regardless of the amount of the account.
Originality of research – This is a preliminary research. This is the first research of tipping habits in hospitality industry of Montenegro and in that sense it could be starting point for further investigations in that subject. Results of research were compared with similar research and some implications was drawn. Some of the stated tipping habits could be interesting for marketing practitioners in hospitality industry and also in creating marketing strategies concerning the service interactions among providers and consumers.
Keywords Tipping habits, hospitality industry, tourism marketing, Montenegro

INTRODUCTION

Tipping behaviour is widely researched subject, especially in the tourism industry (Lynn, Zinkhan and Harris, 1993; Raspor, 2007a; Raspor, 2009; Raspor, 2010; Mansfield, 2016; Raspor and Divjak, 2017). Approach to tipping varies in different countries, based on the type of industries (Lynn, Zinkhan and Harris, 1993). It is common to give tips in USA, Argentina and Greece while in Japan, Sweden and New Zealand, tips are given in a very few industries (Star 1988). In most countries tipping is still very common habit (Worldwide Tipping Guide, 2014). In general, tipping rates account for 5-10 % of bill amount (Mansfield, 2016).

While there are numerous studies concerning tipping, there is no such study concerning Montenegrin habits due to lack of research interest in this subject, which is some kind of gap in researching hospitality industry.

The main aim of this article is to provide some insights into tipping habits in the hospitality industry in Montenegro. Furthermore, consumers' behaviour in the hospitality industry of Montenegro regarding the tipping will be presented.

In purpose to achieve main goals of research, an online survey in form of a structured interview was created. The sample is consist of 89 respondents. It was used snowball sampling technique as the non-probability method based on referrals from initial subjects in order to get another subject. A comparison was made with similar research in Slovenia in order to get more information and knowledge on this topic.

The main research question is: What are tipping habits in the hospitality industry of Montenegro and is there a statistically significant difference between different group of respondents by demographic and socio-economic characteristics? This question was raised up due to previously done research, especially the one realized in Slovenia in order to find some similarities or differences in tipping behaviour in Montenegro.

The paper is structured in four chapters: introduction, literature review, research results, discussion with the conclusion, limitations and further research directions. In the introduction, subject and aim of the paper were stated and methodological frame and structure were described. In the first chapter is presented theoretical background and one new research in the domain of tipping habits in the hospitality industry. The second chapter is dealing with methodological notes and research results. Discussion and conclusion are focused on main research implications and offer some conclusions important for hospitality industry of Montenegro.

1. LITERATURE REVIEW

Defining a tip starts from the premise that a tip is a »gift for a high standard of service« (Raspor 2002a, 286; Raspor 2016, 25). We know about waiter and hairdressing tips, tips for employees at service stations, tips for all other services which include, ultimately, casinos (Raspor 2002b, 142). What they all have in common is that they are given by satisfied customers to employees for the services they have provided them with.

Margalioth defined a tip as the sum of money paid voluntarily by the customer in order to recognize of some service provided for him/her (Margalioth, 2010). Gambetta describes tipping as „the discretionary payments customers make to certain occupations over and above the price of what they purchase“ (Gambetta 2014, 97). Lynn and Kwortnik defined tipping in the hospitality and tourism industry through fact that "servers receive voluntary payments of money – tips" – from customers as at least part of the compensation for their services" (Lynn and Kwortnik, 2015).

There are two theories which explain people motives to give tips in restaurants, considered by Parrett: reciprocity and let-down aversion (Parrett, 2003). In reciprocity theory, it is assumed that consumer rewards a good service with higher and bad service with a lower tip which means that there is a relation between tip size and service quality (Parrett, 2003). On contrary, in let-down aversion theory it is assumed that tips are higher when consumer believe that tipping norm is higher and vice versa, in other words, the tipping norm in consumer perception is the amount expected by the service provider (Parrett, 2003).

In the same article, there is an explanation that tipping is based on expectations which means that tipping is expected from customers by society; and on self-presentation, because people do not like to be negatively evaluated by other people (Parrett, 2003).

Tipping could also be understood as performing the communicative function due to the fact that customer through tip could say something about himself, service provider and/or the relationship between them which means that money has symbolic function (Beriss and Sutton, 2007).

There is an attitude that the customer determines the amount of tip instead of the waiter with his service (Woodhead, 2010).

As learned behaviour tipping could be understood through the impact of parents on young people concerning the norms in society (Fernandez 2004). Many customers chiefly choose tipping over no tipping. Some customers give a tip even when they are not quite satisfied with service (Wessels, 1997). A cause-and-effect relationship is recongnized during tipping process (Raspor, 2010; Raspor, 2016; Lynn, 2017; Raspor and Divjak, 2017), which means that the behaviour of employees causes the occurrence and amount of tipping.

The method of tip distribution strongly affects servers motivation which was shown in Raspor and Rozman research about tipping differences between hospitality and casino industry in Slovenia (Raspor and Rozman, 2016) where was found that employees in hospitality industry were less motivated by tips than in casino industry despite the fact that they received individual instead collective tips.

A lot of insights about tipping habits in the hospitality industry could be presented.

Tipping habits have been researched for a long period of time, since 1947 when Crespi investigated some tipping habits in United States (Crespi, 1947). He found out that one-third of respondents considered tipping as reward and another one-third tipped due to fear of disapproval, and only 10 % of respondents rarely or never tipped (Crespi, 1947).

Concerning the country of origin it was revealed that there are more tips for guests who are coming from countries where tipping is socially acceptable (Parrett 2003).

Regarding to guest behaviour in restaurant there are a few insights such as in situation with the increasing number of guests on the table there is a higher amount of tips (Lynn, 2000; Lynn, 2006), the frequent guests in the restaurant give a higher tip (Azar, 2007;

Lynn, 2006), the amount of restaurant bill in both relative and absolute terms affects the amount of tips (Lynn, 2006; Azar, 2007; Raspor, 2007) and payment method affects the frequency of giving tips in sense that there is more frequent giving tips when paying with credit cards than cash (Lynn 2007).

It was found that professional component of service has the higher influence on tipping than personal attributes or in other words, guests are less likely to value personal than professional component of service (Zain *et al.*, 2017). Also, it was indicated that service staff have to satisfy customers' needs and wants in order to get a tip (Zain *et al.*, 2017).

The size of the bill is the key determinant and an indication of the ability for paying tips and ability to pay bills which are determined by income and occupation is related to more frequent tipping behaviour (Saayman and Saayman, 2015).

In Cho research (Cho, 2014), is indicated that service is confirmed as important factor for tipping including other factors such as bill size, alcohol consumption, gender dynamics, meal type, food quality and personality type. Additionally it was shown that the food portion of bill amount increases tipping amount at a faster rate, under circumstances that alcohol is consumed tip amount is higher if food service is higher and tip amount is lower if food service is lower, the females tip higher amounts on average than males which account on gender dynamic confirming that females tend to tip male servers higher than female servers especially in case when the bill is higher (Cho, 2014).

Tippers who give bigger tips are older, have more income and value the quality of restaurant service more than service of waiters in comparison to other tippers who giving fewer tips (Saayman, 2016). The type of restaurant, location and menu are more important for bigger tippers than other ones (Saayman, 2016).

Researching the tipping behaviour of consumers in the cruise industry, it was determined that they rated more positively their journey in voluntary-tipping service system in relation to automatic service charge system (Lynn and Kwortnik, 2015).

In another research, it was found out that consumers are more satisfied with restaurants with tipping system than the other one which is an extension of previous findings that cruise and restaurants service ratings are higher under tipping than service-inclusive pricing system (Lynn, 2017).

The deviation among actual and expected level of food and service quality has a greater influence on tip size than the absolute level of food and service quality (Tse, 2003). Further, in this research is stated that unsatisfactory experience could have the greater impact on tip size in relation to satisfactory experience (Tse, 2003).

The previous experience has an important influence on tipping behaviour and it is indicated in Bujišić et al. research (Bujisic *et al.*, 2014) by the fact that consumers with previous experience in average tipped more than ones who hadn't the previous experience in the restaurant and first ones had more empathetic in-service failure situations.

In M.Lynn research is indicated that „awareness of tipping norms partially mediate but do not moderate race differences in tipping behaviours“ (Lynn, 2011, 77) which is important findings of race differences in tipping behaviour.

In research (Chang, 2010) conducted in the travel industry of Taiwan, implies that travel agencies had to stay on the known and old practice of paying per diem instead of dealing on tip basis concerning Tour Leaders (TLs) and insist that TLs had to use an envelope for tip collection.

The verbal attention has positive effects on tipping behaviour regardless of cultural differences, server gender, customer gender and party size (Ivkov, Božić and Blešić, 2017) which implies that verbalized hospitality is related to guest satisfaction and create positive emotions in the group of guests.

On the ground of the presented theory, few hypotheses were formed in order to find out whether tipping practices in Montenegro is similar or differ concerning prior findings, especially in Slovenia (Raspor and Divjak, 2017).

The hypotheses are:

H1: Tipping is found most in the hospitality and tourism sectors.

H2a: Service quality is the most important element of service for guests to give tips

H2b: There is relationship between the frequency of tipping and all component of service and relationship between the amount of tips and all component of service.

H3: Men, elderly and more educated, with household monthly income before tax (EUR), employed and those coming from an urban environment are more likely to tip and to give higher amount of tips.

H4: The amount of tips measured in percentage of bill and absolute measure in Euros in Montenegro is in accordance with similar research results obtained in Slovenia and in both countries more than 50 % respondents give tips regardless the amount of bill.

2. RESEARCH RESULTS

2.1. Methodology notes

An online survey in form of a structured interview was created in order to empirically explore the attitudes and tipping habits in Montenegro. The sample was formed by snowball sampling technique as the non-probability method which based on referrals from initial subjects in order to get another subject (Goodman, 1961; Johnson, 2014). Respondents were asked to fill out the questionnaire and forward it to their peers, acquaintances, family and friends. It was created a sample which consisted of 89 respondents. 1KA (EnKlikAnketa OneClickSurvey) was used as an open source application that enables services for online surveys, which is an online service (SaaS - Software as a Service) (University of Ljubljana Faculty of Social Sciences Centre for Social Informatics, 2002). The online questionnaire was distributed through the Facebook and LinkedIn social network as well as by email to acquaintances living in

various location in Montenegro. Answers were collected in period from April 27th to December 20th 2017.

The questionnaire contained questions on tipping frequency, personnel to whom the tip is given, and the elements affecting tipping (e.g. the quality of the service, the professionalism of personnel, their kindness and personal appearance, the speed of serving guests). It was also investigated how the manner of making payment affects the tip amount, what proportion of the bill value an average given tip amounts to, what is the average amount of tips that are given and how the total bill value affects the percentage of the tip given.

It was used the Five-Point Likert scale (Sullivan and Artino, 2013; Brown, 2010) from 1 (always giving tips) to 5 (never giving tips) in order to rank the level of tipping frequency.

Statistical data analysis was realized by IBM Statistic Package for Social Science (SPSS) software version 20. For statistical analysis, apart from the mean value, chi-square test, ANOVA and t-test for independent sample were used.

In next table is presented demographic and socioeconomic sample profile.

Table 1: **Demographic and socioeconomic sample profile**

		n	%
Gender	Male	24	29.6
	Female	57	70.4
	Total	81	100.0
Age	18-25	39	48.1
	26-39	17	21.0
	40-55	19	23.5
	more than 56	6	7.4
	Total	81	100.0
Occupation	Student	34	42.5
	Unemployed	2	2.5
	Employed	39	48.8
	Retiree/pensioner	5	6.3
	Total	80	100.0
Household monthly income before tax (€)	Less than 500	16	19.8
	Less than 1.000	32	39.5
	Less than 2.000	7	8.6
	No income, supported by family	26	32.1
	Total	81	100.0

Source: Research results

It could be seen that in the sample there is the larger proportion of females and young respondents which might be explained by using stated sampling method and in the starting point of sampling, there were younger respondents, mostly students by occupation. Due to fact that this is the first survey on that subject, some inconsistency could be expected in sampling regarding the population which was researched.

2.2. Results

2.2.1. Tipping habits and determinant factors for tipping

Considering the tipping habits in context of determinant factors it could be noted as follows.

Firstly, it was interesting to see which types of service is rewarded by tipping. It was used question with multiple answers (see questionnaire in appendix) and it was recorded that the great majority of respondents gives tips to waiters (88.76 %), followed by taxi drivers (50.56 %), employees in hairdressers (43.82 %), employees in beauty salons (24.72 %), postman (11.24 %), receptionists (10.11 %), the maid and tourist guides (6.74 %), employees at gas stations (3.37 %) and concierge (1.12 %).

Secondly, the most important elements of the service for the tipping were identified (it was, used question with the 5-point Likert scale from 1-doesn't influence at all to 5-influence in great scale on the fact to give tips). By using the mean value it was shown that speed and efficiency of the service reached the highest score(M=3.93), followed by good mood of employees (e.g. smiling staff) (M=3.90); professionalism of the staff (appearance, behaviour, communication) (M=3.86); service quality (M=3.82); satisfaction with the resolution of complaints (for example, quick resolved complaints and, if possible, for the benefit of guests) (M=3.66); knowledge of guest's language (M=3.13) and personal appearance of the staff (M=2.37).

Thirdly, the relationship between the frequency of tipping and components of service evaluated by customers and between the amount of tips and components of service was researched. Cross-tabulation and chi-square test (Pearson Chi-Square) were used to find out if the relationship between two variables is significant (typically, a significance value less than 0.05 is considered "significant") (Michael, 2001).

The relationship between the frequency of tipping and service quality was found to be significant (Pearson Chi-Square Value= 61.043; p=0.,000), which also happened to be the case in the relationship with the professionalism of the staff (appearance, behaviour, communication) (Pearson Chi-Square Value= 46.299; p=0.001). Regarding other components of service, there was no statistically significant relationship, which means that respondents who value mentioned components do give tips significantly more frequently than other ones who do not value these factors as being detrimental to tipping. Considering the relationship among the amount of tips and service components it was found statistically significant relation only concerning the speed and efficiency of the service (Pearson Chi-Square Value= 26.746; p=0.044) but not for the other components which means that respondents values only this component when deciding upon the amount of tips.

2.2.2. Frequency of tipping

In this section will be presented the frequency of tipping in general and some differences in tipping frequency according to some demographic and socioeconomic characteristics (Table 1).

Table 2: **Frequency of tipping**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always giving tips	18	20.2	20.2	20.2
	Very often giving tips	21	23.6	23.6	43.8
	Often giving tips	29	32.6	32.6	76.4
	Rarely giving tips	15	16.9	16.9	93.3
	Almost never giving tips	5	5.6	5.6	98.9
	Never giving tips	1	1.1	1.1	100.0
	Total	89	100.0	100.0	

Source: Research results

It was found that 76.4 % of respondents always, very often and often giving tips, 16.9 % rarely giving tips and only 6.7 % almost never and never giving tips. The average frequency of tipping on 5-point Likert scale is M= 2.67 (SD=1.204), which is close to median value of 3.00, denoting the category “often giving tips”.

Looking at statistical significant differences between various subsets of the respondents concerning to some demographics and socioeconomic figure it could be noted the following (table 2 and table 3).

In order to be able to determine statistically significant difference we did test: t-test for independent samples (table 2) and ANOVA (table 3).

Table 3: **Frequency of tipping regarding gender: Independent Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Equal variances assumed	.600	.441	-.793	79	.430	-.226	.285	-.793	.341
Equal variances not assumed			-.837	49.080	.407	-.226	.270	-.768	.316

Source: Research results

There were no significant differences between the groups. Male and female respondents have similar distribution of responses about the frequency of tipping. regarding the age groups. Mean coefficient is similar in both groups M=1.0623 (Male) and M=1.2124 (Female) and does not significantly deviate from the general coefficient of M=2.6741 for both groups.

Table 4: **Frequency of tipping regarding household monthly income before tax (€)**

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.832	3	2.611	1.984	.123
Within Groups	101.304	77	1.316		
Total	109.136	80			

Source: Research results

If p≤ 0.05 there is a statistically significant difference between the observed groups. We note when it comes to household monthly income before tax (€) there is no statistically significant difference between observed groups regarding frequencies of tipping. Mean coefficient is similar in all groups looking at measure of standard deviation, which is shown by next table.

Table 5: **Mean values for observed groups**

Descriptive								
					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Less than 500	16	2.75	1.238	.310	2.09	3.41	1	5
Less than 1.000	32	2.31	1.176	.208	1.89	2.74	1	5
Less than 2.000	7	2.29	.756	.286	1.59	2.98	1	3
No income. supported by family	26	3.00	1.131	.222	2.54	3.46	1	6
Total	81	2.62	1.168	.130	2.36	2.88	1	6

Source: Research results

It is similar result regarding to other independent variables such us age, education, occupation and place of living (urban, suburban, rural). There are no statistical significant differences between observed groups regarding frequency of tipping.

Additionally, looking at the aspect of amount of tips and percentage of bill there are, also, no significant statistical differences between observed groups.

2.2.3. Amount of tipping

Amount of tipping was measured by two categories: the percentage of the total bill and the absolute amount in Euros. Percentage of the bill is the most prevailed factor in scope from 5 % - 10 % (44. 4 %), followed by tips from 3 % to 5 % (27.2 %), tips till 3 % (19.8 %), tips from 10 % to 15 % (6.2 %) and tips more than 15 % (2.5 %).

In absolute amount in Euros the most frequently is tipped till 1 Euro (46.3 %), followed by tips till 2 Euro (36.3 %), tips till 4 Euro (12.5 %) and tips more than 20 Euro (1.3 %) which means that 82.5 % of respondents giving tips till 2 Euro. It is important to add that 50 % of respondents give the same percentage of tip regardless of the total bill amount, 36.3 % gives more tip percentage that is bill amount bigger and 13.8 % give less tip percentage when bill amount is bigger.

3. DISCUSSION

According to stated hypotheses and presented research results it could be discussed the next findings concerning tipping habits in Montenegro.

H1: Tipping is found most in the hospitality and tourism sectors was fully confirmed.

The hospitality and tourism sector is the most rewarded sector by tipping followed by taxi drivers and employees in hairdressers and beauty salons which is almost consistent with results of similar research in Slovenia concerning hospitality and tourism sector and employees in hairdressers (Raspor and Divjak, 2017) but with little differences that followed sector in Slovenia was hotel maids on third place and taxi drivers on fourth place.

H2a: Service quality is the most important element of service for guests to give a tips; H2b: There is relationship between the frequency of tipping and all component of service and relationship between the amount of tips and all component of service; were partially confirmed. The most important element of service for tipping was efficiency of service, followed by mood of employees (smiling staff, e.g.), professionalism of staff (appearance, behaviour, communication) and then service quality which is almost consistent with findings that professional component of service has the higher influence than personal attributes (Zain *et al.*, 2017) or simply that service is confirmed as important factor for tipping (Cho, 2014), but little bit different from research in Slovenia (Raspor and Divjak, 2017) where is kindness of the personnel on first and quality of service on second place and inconsistent from findings regarding the deviation among actual and expected level of food and service quality (Tse, 2003). It was determined the relationship between the frequency of tipping and service quality and professionalism of the staff (appearance, behaviour, communication) but wasn't in relation to other components of service which is different from research in Slovenia (Raspor and Divjak, 2017). Also, there was only relationship between amount of tips and the speed and efficiency of service but not in relation to other components, which is not consistent with findings from Slovenia (Raspor and Divjak, 2017).

H3: Men, elderly, more educated, with household monthly income before tax (EUR), employed, those coming from an urban environment are more likely to tip, was not confirmed. There was not any statistically significant difference among groups defined by mentioned variables and frequency of tipping which is inconsistent with research results from Slovenia regarding gender, household monthly income before tax (EUR), employed and place of living (urban, suburban, rural) which is not consistent with previous research (Saayman, 2016). It was not found statistically significant difference

among groups defined by amount of tips and frequency of tipping which is different than findings in Slovenia (Raspor and Divjak, 2017) and inconsistent with some other research results (Azar, 2007; Lynn, 2006) where this difference (relation) were determined. It is, also, no consistent with some previous research regarding influence of payment method on frequency of tipping (Lynn 2007).

H4: The amount of tips measured in percentage of bill and absolute measure in euros is same in Slovenia and Montenegro and in both countries more than 50 % respondents give tips regardless the amount of bill, is partially confirmed. There were some differences in structure of tipping in range till 3 % to more than 15 % and same is in structure of tipping in scope till 1 euro to more than 20 euro. There was an almost similar result regarding the share of respondents who give tips regardless the bill amount. This findings are consistent with some previous research results (Lynn, 2006; Azar, 2007; Raspor, 2007).

CONCLUSION

Based on these findings it is concluded that tipping habits in Montenegro were not substantially different in comparison to general tipping habits concerning the reviewed research results and specially research in Slovenia.

There is still some specificity in presented research results caused mostly by designing sample which is one of the limitation of this research. In general, presented findings might be used as starting point for future research in this field.

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