THE IMPACT OF SERVICE QUALITY ATTRIBUTES ON CUSTOMERS' TIPPING BEHAVIOR IN EGYPTIAN RESTAURANTS

Hossam Said Shehata
Lecturer, Hotels Studies Department
Faculty of Tourism and Hotels, Alexandria University

Abstract

The literature includes several studies that addressed the factors that motivate customers to leave tips, but most of these studies have been conducted in western countries and USA. On the other hand, there are little published researches that addressed such tipping motives in eastern countries. Therefore, this research investigates the impact of service quality on tipping behavior in Egypt. In order to answer the questions of this research, convenience sampling technique was employed and a total of 651 valid questionnaires were collected from Egyptian restaurant customers. Findings show that most Egyptians agreed that they tip in order to reward service quality. This research extends the body of knowledge on tipping as it is considered one of the first studies that addresses the tipping motives in an eastern country and whether it differs from western countries. Finally, restaurant managers should employ these findings to design training programs for service employees in order to raise their awareness of the most important reasons that stimulates customers' desire to tip.

Keywords: Tipping motives, service quality attributes, server friendliness, server attentiveness and Egypt

Introduction

The hospitality industry comprises a lot of organizations in private, public and voluntary ownership. In common with many other service industries, the competition for loyal customers is rife. These businesses provide an operating environment where competition is extremely intense and sustained. Such competitive conditions have led to many businesses trying to attract repeat customers in order to achieve long-term success (Douglas and Connor 2003). Therefore, hospitality companies have had to redefine themselves to reduce costs, enhance customer satisfaction, and gain a competitive advantage. The service-quality components have the greatest potential to create distinction (Kandampully *et al.*, 2002). Since the 1970s, there has been a lot of attempts to study the concept of service quality. Although it has been argued that service quality is the great differentiator among service providers (Parasuraman *et al.*, 1985), there has been no agreed definition of service quality. In the mid-1980s, Gronroos (1990) called for a definition of service quality that is capable of guiding management decisions; too often the term quality is used as if it was a variable itself and not a function of a range of resources and activities. He extended his definition of service quality to include two dimensions—technical and functional. An evaluation of

'what' the customer receives in interactions with the service firm is *technical* quality, whereas 'how' the customer receives a service is called *functional* quality. Functional quality equates to the expressive performance of a service. Every customer comes with certain expectations about the quality of the products, the services, and the total experience of dealing with any business. When the product or service exceeds his expectations he perceives the quality as relatively high. When it fails to meet his expectation he perceives the quality as relatively low. In the back of customer's brain a scale that compares what he gets with what he expected (King and Woods 1996).

On the other hand, the importance of studying tipping was addressed from many perspectives. For example, Lynn and McCall (2000) confirmed the importance of studying tipping behavior as a great economic activity. They stated that tipping is a multimillion dollar economic phenomenon and being practiced world widely. In Canadian restaurants, for instance, people tip about 5 billion Canadian dollars each year (Azar, 2007). Moreover, the annual amount of tips given to employees working in the food industry in the United States of America is almost 42 billion dollars (Azar, 2009). Other researchers viewed the importance of tipping because it is a custom that directly affects hospitality workers and restaurant guests everyday (Whaley, 2011), and also affects the performance and profitability of service firms (Azar, 2011; Lynn and Withiam, 2008).Therefore, a better understanding of the determinants and dimensions of tipping would inform servers how to increase their incomes (Lynn, 2011). Despite the great presence of the tipping custom in every aspect of Egyptians' life, there is not any published scientific research that illustrated this phenomenon in the Egyptian market. Therefore, this research will realize the following objectives. *Firstly*, to identify the different service quality attributes that motivates customers to tip in Egyptian restaurants. *Secondly*, to arrange these attributes according to the degree of their impact on customers' willingness to leave tipping. *Finally*, to know the effect of the collective dimension of service quality on customers' tipping behavior.

Literature Review

The Concept of Service Quality. There were three approaches to define service quality from the customer point of view. In the first approach, service quality was defined according to *customer needs and requirements*. For example, Wyckoff (2001) defined service quality as the degree of excellence intended and the control of variability in achieving that excellence in meeting customer's requirements. In the second approach, it was defined according to the *value achieved* from a certain service. Garvin (1987) mentioned that a quality product is one that provides a high degree of performance at an acceptable price, as it supplies value. In the third approach, service quality was defined according to *customers' expectations and perceptions*. Hence, service quality is a measure of how well the service level delivered matches customer expectations (Lewis and Booms, 1983). Therefore, delivering quality service means conforming to customer expectations on a consistent basis.

The Importance of Service Quality in the Hospitality Industry. Service quality concerns all companies that recognize its effects on customer satisfaction and loyalty, especially in service sector, which is one of the major growth industries (Yesiltas *et*

al., 2014). Furthermore, financial barriers of entry into the hospitality industry are minimal and as a consequence, there are always new providers adding to an already competitive situation. Moreover, the constant threat of substitute products or services has heightened the need to develop and maintain a quality approach to customer expectations and needs. It is difficult to maintain a repeat customer profile in such conditions where a plethora of organizations provide similar offerings, cost often being the deciding factor. However, if an organization emphasizes quality and good customer rapport, it may generate a loyal repeat customer base and eliminate the threat to the profitability and long-term survival of the organization (Douglas and Connor 2003).

Furthermore, customers are becoming increasingly critical of the quality of service they experience (Albrecht and Zemke, 1985). Customer demand and competition are forcing firms to cut loose from the traditional customer satisfaction paradigm, to adopt proactive strategies which will assist them to take the lead in the market-place. According to Berry *et al.* (1985), service quality has become a great differentiator and the most powerful competitive weapon which many leading service organizations possess. Service business success has been associated with the ability to deliver superior service (Gale, 1992). Delivering superior service by maintaining high quality is a prerequisite for success (Parasuraman *et al.*,1994). Leading service organizations strive to maintain a superior quality of service in an effort to gain customer loyalty (Zeithaml and Bitner, 2003); thus, a service organization's long-term success in a market is essentially determined by its ability to expand and maintain a large and loyal customer base. Generally, service quality promotes customer satisfaction, stimulates intention to return, and encourages recommendations. Customer satisfaction increases profitability, market share, and return on investment (Fornell, 1992).

Hospitality organizations with good service quality could improve their market share and profitability. In highly competitive hospitality organizations, managers must find ways to make their products and services stand out among the others. Moreover, the yardstick, by which an exceptional service organization may be measured, is its returning customer ratio—the loyal customer base. Evaluating the impact of service quality through customer retention will help measuring the financial impact of service quality (Zeithaml *et al.*, 1996). Customer satisfaction leads to loyalty. While service organizations aim to gain customers' loyalty; customers, on the other hand, seek an organization's service quality as a proof of the organization's commitment to offering superior service, for both the present and the long-term.

Reviewing the literature reveals many studies that discussed the importance of service quality in the hospitality industry. For example, surveys conducted in the foodservice industry by the National Restaurant Association, have found that an insufficient amount of time, money, or effort is devoted to the development of skills necessary for managers and front-of-the-house employees in order to maintain adequate levels of service standards. It was mentioned that 25 percent of table service operators surveyed believed that service was the most important factor of the dining experience for their customers (National Restaurant Association, 1994). In 1996, when operators were asked which component was the most important to customers; both food and service had received equal ratings, whereas customer survey showed that service was the second most important component of a pleasant dining experience

(National Restaurant Association, 1996). According to this significance placed on service by customers, foodservice managers need to be aware of the service standards necessary to meet the expectations of customers. Doubtless, customers define quality based on their expectations. Once the customers' expectations have been identified, service standards can be developed (Heskett*et al*., 1990). If foodservice managers understand the importance of service quality, they can stress the importance of maintaining quality service standards to employees. King (1995) mentioned that hospitality in the commercial context is a specific type of relationship between individuals—the hospitality service provider and customer. In this relationship, the host understands the needs and wants of the customer, which in return, will give pleasure to the customer and enhance her/his well-being and comfort. The host will deliver with generous and flawless face-to-face interactions. The objective is to enhance customer satisfaction and maintain repeat business.

Kandampully (1998) revealed that service quality is crucial to the success of any service organization. As the customers participate in the production and use of services, they interact closely with various aspects of the organization. This inside knowledge gives them the opportunity to assess critically the services provided, in particular the quality of service. Customers will assess service quality by comparing the service they get with the service they desire. Hence, service quality plays a critical role in adding value to the overall service experience. Since superior quality is one of the crucial factors within the control of the hospitality service provider, enhancing the quality of service at all levels of service delivery has therefore become mandatory for organization survival in the hospitality sector.

Zemke and Schaap (1989) mentioned four reasons why there is a shortfall in delivering quality service in hospitality organizations. First, companies fail to stay in touch with their customer needs. Second, society's perception of service-sector employees is poor. Third, management lacks responsibility for maintaining quality service. The fourth reason for poor service is that the employees responsible for customer contact are usually the lowest paid, least educated, and most poorly trained employees of the company. Accordingly, service managers must have a clear understanding of customers' expectations and perceptions; so that the service concept can be well defined, communicated and produced. Managers in the hospitality industry are faced with the dilemma of assuring that products and services are delivered by employees according to customer expectations. Training programs that utilize the most appropriate instructional design and tutorial techniques are needed to ensure that customers receive the service expected.

Linking Service Quality Attributes to Customers' Motivation to Leave Tipping. The growing literature on tipping behaviors suggests that service quality could impact the tipping behaviors, since the customers generally concern the level of good service before leaving tip (Yesiltas *et al.*, 2014; Saunders and Lynn, 2010). For instance, Lynn (2009) found that the desire to reward good service quality is the most common motive for tipping reported by customers themselves. Previous studies have also found that restaurant customers tip more for better service, even when controlling for potential confounds and reverse causal effects (Lynn and McCall, 2000). Casey (2001) claimed that the main reason for tipping in New Zealand, is to appreciate the service. Additionally, Lynn and Graves (1996) indicated that tipping is related to customers' evaluations of service and the dining experience, but these relationships are weak. Furthermore, according to Azar (2004) the main justification for tipping is that it promotes better service, by giving the workers an incentive to do their best to satisfy

the customer's needs. Maynard and Mupandawana (2009) have also reported that server's characteristics and perceived service quality have an impact on the tipping decision and tipping rates. Van Vaarenbergh and Holmqvist (2013) mentioned that customers who are served in their second language are less willing to tip due to the fact that they perceive a lower service quality.

Previous studies indicated that customers agreed that tipping exist because it is the most efficient way of monitoring and rewarding effort of service workers or as an incentive for good service delivered (Whaley *et al*., 2014; Lynn, 2009; Lynn and Withiam, 2008; Koku, 2005; Brauer, 1997). Economists have referred to this mechanism as a form of customer's monitoring of employee behaviors (Kwortnik*et al*.,2009). The highly intangible nature of many services make it hard for service provider to control the quality services delivered by their employees, and tipping is the way of encouraging them to perform the high quality standard of service (Zeithaml*et al*.,1988). The idea that people tip as a reward for good service is also consistent with equity theory (Adams, 1965; Walster*et al*., 1973).

According to this theory, people are socialized to feel anxiety or distress when their relationships with others are unfair. A relationship is unfair when the participants' outcomes from the relationship are disproportionate to the irrespective inputs to the relationship. Since inequitable relationships are distressing, customers attempt to maintain equity in their relationships with servers by leaving larger tips when they receive better service (Lynn and McCall, 2000; Lynn and Graves, 1996; Lynn and Grassman, 1990; Snyder, 1976).

Tipping Behavior Around the World. Previous researches indicated that there are differences between countries in the tipping custom. This section illustrates tipping customs in different continents of the world will be. **(1) North America**: In some countries, like the United States, it is customary to tip many different service professions. Millions of restaurants, hotels, cruise ship, train employees, bus and taxis drivers depend heavily on tip income (Lynn, 2009;Lynn, 2000; Wessel, 1997). Speer (1997) conducted a nationwide telephone survey on tipping behavior in America, and used the results to summarize the views of "an average American". Average Americans maintain that the quality of service is the most important factor in leaving a tip. Helping those in the service industry to make a living is the second biggest reason Americans leave tips. A smaller group of Americans claim that they tip because they feel it is expected from them. Lastly, Americans tip because they feel that they will get better service the next time they dine at that particular establishment. In addition to those reasons, Conlin*et al*.(2003) asserted that people leave tips simply because it is the norm in the United States. Similar practices occur in Canada and Mexico (Zahari *et al*., 2011).**(2) South America**: In many South American countries customers add a service charge of about 10 percent, and a small tip on top of that is generally the norm. In Argentina and Brazil, the total customarily comes out to 13 to 15 percent. In Chile, Peru and Uruguay, 10 percent is average. Ecuador's norm is a little lower, about 7.5 percent (Loose, 2006).**(3) Asia**: Tipping norms differ between Asian countries. For example, in China, increasing number of service workers does not regard tipping as a voluntary behavior. Instead, they perceived tipping as a mandatory service charge and expect to get the full amount from each tipper (Dewald, 2003). Tipping in Hong Kong is the opposite of mainland China. Tips are socially acceptable, and often are an important part of etiquette. While tipping in local restaurants is not expected, tips in Western or upscale restaurants are happily accepted without offense (Rodgers, 2010). In Korea, tipping is not common in local restaurants; however, a small tip left in

Western establishments is appreciated. In Thailand, locals generally do not tip each other; however, tourists are often expected to tip in luxury hotels and restaurants (Rodgers, 2010). In Japan, tipping is not a part of the culture. It is not expected and can cause confusion. Japanese people see tipping as insulting (Strand, 2014). In Singapore and Taiwan, tipping is not common. Bars and restaurants typically add a 10% service charge although it is not given to the wait staff, but rather considered by law as general revenue (Lin, 2013). In Saudi Arabia service charges arenot included in the bill; therefore tipping is expected in touristic areas. On the other hand, in Jordanian restaurants, although a service charge is included in the bill, tipping is still expected (Murphy, 2015).

(4) Europe: In countries, like Denmark, New Zealand, and Iceland; it is customary to tip only a few service professions (Zahari *et al*., 2011). In the United Kingdom, Ineson and Martin (1999) found that respondents who receive better service are more likely to leave a tip. Callan and Tyson (2000) conducted a study to compare tipping practices between English and Italian customers. They found that tipping as a means of showing status is significantly more important to the Italian than the English. Italian seems to be more generous in tipping waiters/waitresses than the English and this is because tipping in the UK now slowly being replaced by service charges and many believe that this trend will increase substantially. In central European countries, like Germany, Switzerland, Austria, and Holland; customers usually tip between 5-10% of the bill although it is not always required to tip; while country like Spain, it is also not advocate of tipping (Zahari *et al*., 2011). **(5) Australia**: Tipping is not expected in Australian restaurants but waiters and waitresses do appreciate a 10 to 15 percent gratuity when offered. The reason why tipping is not required in Australia, is *because* every worker in Australia is legally entitled to a decent/livable wage (without any tipping), 4 weeks paid leave, paid sick leave and superannuation; *otherwise*, they received a very high hourly rate and thus tipping is absolutely not necessary to supplement a workers life style (Rotondo, 2014). **(6) Africa**: On the contrary to Australia, owing to lower salaries and wages among employees in the service sector including hotels and restaurants in African countries, tipping is one of the ways of supplementing their incomes (Zahari *et al*., 2011).In South Africa it is customary to tip good service. An acceptable amount is 10-15%. Most service employees depend on tips to make up for the lower wages they receive (Murphy, 2015). In Morocco, tipping is an integral part of the deal for tourist services. The percentage of tipping is between 10-15% for taxis, 10% for hotels and between 5-10% for restaurants. In Ethiopia, tipping is common in hotels, restaurants and bars. One is also expected to tip parking lot attendants whether officially hired by institutions or self assigned (Hamilton, 2010). In other African countries, like Kenya, Nigeria, Ethiopia, Tanzania, Sudan, Uganda, Ghana, Mozambique, Angola, Madagascar, Cameron, Niger, Burkina Faso, Mali, Malawi, Zambia, Senegal, Chad, Zimbabwe, South Sudan, Rwanda, Guinea, Benin, Burundi, Togo, Liberia, Gabon and Namibia; employees are paid low wages and depend heavily on tips to supplement their incomes (Zahari *et al*., 2011).

Hypotheses

Based on the previous literature the following hypotheses are formulated:

H.: There is a significant *positive* relationship between *service quality perceptions* and *customers' tendency to leave tipping*.

H.a: Server *friendliness* has a significant positive influence on customers' tendency to leave tipping.

H.b: Server *attentiveness* has a significant positive influence on customers' tendency to leave tipping.

H.c: The standing kind *smile* of service providers has a significant positive influence on customers' tendency to leave tipping.

H.d: *Speed* of service has a significant positive influence on customers' tendency to leave tipping.

H.e: Server *knowledge* of all information related to menu items has a significant positive influence on customers' tendency to leave tipping.

H.f: Server *attractiveness* has a significant positive influence on customers' tendency to leave tipping.

H.g: Good *suggestions* by waiters about menu items have a significant positive influence on customers' tendency to leave tipping.

Methodology

The development of the questionnaire began with a review of empirical and theoretical literature on service quality attributes that impact customers' tipping behavior. It was thus possible to extract valid, reliable questions and scales for each of the attributes under consideration. The questionnaire utilized in the current study comprised two sections. The first section of the questionnaire collected information on customer occupation—age, gender, scientific qualification, and social status. The second section of the questionnaire aimed to evaluate the impact of different service quality attributes—speed, attractiveness, knowledge of menu items, friendliness, kind smiling, attentiveness, and providing good suggestions by about menu items—on customers' tendency to leave tipping. This section utilized a *Likert* scale ranged from 1 strongly disagree to 5 strongly agree. Statements in this section were adapted from the existing literature (Lynn and Graves, 1996; Lynn, 2008; Lynn, 2009; and Becker *et al.*, 2012.) The questionnaire also contained a section soliciting comments, thus offering participants the opportunity to express what is important to them regarding tipping. The comments obtained provided a suitable source of qualitative information which served to shed more light on the tipping behavior in Egyptian restaurants. The *Cronbach's alpha coefficient* for the questionnaire was measured at 0.92. Therefore, the Cronbach's alpha coefficient is well above the 0.7 standard reliability suggested by Nunnally (1978) and Schmitt (1996).

According to the aim and hypotheses of this study; customers were invited to participate in the study and a total of 663 customers responded to the questionnaire. From this number only 12 questionnaires were invalid. Thus, 651 restaurant customers who had been reached, by using non convenience sampling method, were asked to contribute the survey. The survey was conducted in March and April 2015.It took between 10 and 15 minutes to complete. Participation was voluntary and anonymity was ensured.

Results

Profile of respondents. Using descriptive statistics, i.e. frequency and percent, the demographic characteristics of the respondents are analyzed and reported. Tabulated features of customers' profile included gender, social status, age, scientific qualification and occupation are shown in Table (1).

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Regarding the demographics of customers; data indicated that male customers represented63.9%, while 36.1% of respondents were female. As for the *social status* of the respondents; the highest percentage was for married customers (67.1%), followed by singles (28.6%), and others (4.3%). By studying the *age* of respondents; it was apparent that most customers (42.4%) were in the age category of "from 30 to less than 40". The least proportion reported (1.2%) was for the category of "equal to or more than 60". In view of their *scientific qualifications*; the largest proportion of customers (47.6%) had a university degree, and 33.7% had a doctorate or master degrees, while a limited proportion of them are either students (4.4%), or had other degrees (14.3%).In terms of *occupation*; there was a high proportion of respondents working in tourism-related jobs (20.3%), while 19% of total respondents hold a managerial positions in their properties (e.g., top level managers, middle level managers and first level managers). Governmental employees, university staff members and students represented 24.4% of the sample. Due to the large number of other positions that responded to the questionnaire (e.g., Teachers, Engineers, Geologists, physicians, Workers, Journalists, IT specialists, Public relations professionals, Artists, etc…) and the few numbers within each position they have been assembled in one group named other positions and made up 36.3% of customers.

Table1: Profile of Respondents

Demographic Characteristics	*Frequency*	*%*
Gender		
Male	416	63.9
Female	235	36.1
Social Status		
Single	186	28.6
Married	437	67.1
Others	28	4.3
Age		
Less than 20 Years	24	3.7
From 20 to Less than 30	207	31.8
From 30 to Less than 40	276	42.4
From 40 to Less than 50	120	18.4
From 50 to Less than 60	16	2.5
Equal to or More than 60	8	1.2
Scientific Qualification		
University Degree	310	47.6
Doctorate Degree	128	19.7
Student	29	4.4
Higher Technical Institute	35	5.4
Master Degree	91	14.0
Postgraduate Diploma	45	6.9

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Technical Secondary School	13	2.0

Occupation

Tourism-related Jobs	132	20.3
Managers	124	19.0
Gov. Employees	24	3.7
University Staff	80	12.3
Students	55	8.4
Other Positions	236	36.3

Descriptive Statistics. This section reports the descriptive analysis performed utilizing means, percent, and frequencies. Presentation of the descriptive analysis is shown in Table (2). This part aims at illustrating a general view of the findings; and evaluating to what extent customers are motivated to leave tips for certain service quality attributes; as well as determining the most and least important attributes from customers' point of view.

As tabulated in table (2), a high proportion of respondents agreed that rewarding service quality is a very important motive for tipping (Overall Mean= 3.93). In this regard; 'Server friendliness' (M= 4.38) was the most influential reason for tipping from customers' perspectives, followed by 'server attentiveness' (M=4.24), and 'the standing kind smile of service providers'(M= 3.99). On the other hand, least influential reasons for tipping in this dimension were 'server attractiveness' (M= 3.70) and 'good suggestions by waiters about menu items' (M= 3.50). The second variable 'tipping behavior' was represented by three statements with an Overall Mean of 3.92. Among the three statements; 'Tipping is a good way to motivate servers to take care of customers' recorded a highest score (M= 4.2), while the statement 'I support the custom of tipping' recorded the lowest agreement (M= 3.6). This result reveals that customers leave tips in order to guarantee a good service more than the fact that it is a personal passion.

Table 2: Frequencies and Means for the Research Variables

Reasons for Tipping	Overall Agreement										Mean
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
	R.	%	R.	%	R.	%	R.	%	R.	%	
A. Rewarding Service Quality											**3.93**
1. Server friendliness	27	4.1	5	.8	33	5.1	210	32.3	376	57.8	4.38
2. Server attentiveness	20	3.1	4	.6	62	9.5	274	42.1	291	44.7	4.24
3. The standing kind smile of service providers	21	3.2	17	2.6	120	18.4	282	43.3	211	32.4	3.99
4. Speed of service	23	3.5	38	5.8	115	17.7	237	36.4	238	36.6	3.96
5. Server knowledge of all information related to menu items	45	6.9	46	7.1	115	17.7	282	43.3	163	25.0	3.72
6. Server attractiveness	49	7.5	35	5.4	166	25.5	208	32.0	193	29.6	3.70
7. Good suggestions by	38	5.8	90	13.8	169	26.0	216	33.2	138	21.2	3.50

	waiters about menu items										
	B. Tipping Attitude and Behavior										**3.92**
1.	I like having to tip waiters and waitresses	49	7.5	15	2.3	68	10.4	252	38.7	267	41.0	4.00
2.	Tipping is a good way to motivate servers to take care of customers	8	1.2	22	3.4	74	11.4	291	44.7	256	39.3	4.2
3.	I support the custom of tipping	55	8.4	47	7.2	181	27.8	214	32.9	154	23.7	3.6

Testing Research Hypotheses. This section aims to test the hypotheses of the research concerning the relationship between *service quality attributes* and *customers' tipping behaviors* as presented in Table (3).In order to test these hypotheses, the Pearson correlation coefficient "*r*" which is a measure of the strength of the linear relationship between two variables was calculated between different service quality attributes and tipping behavior as presented below. "*R*" values supported the existence of a significant and *positive* relationship between all the attributes of service quality and tipping behavior (*r* > 0, P-values < 0.05). But it is important to make it clear that the significance and strength of this relationship differed between the different attributes. Pearson correlation coefficient value proves that there is a significant and *strong* positive relationship between service quality and tipping behavior (P-value < 0.01, with a correlation rate of 71.4%), therefore the main hypothesis (H.) is supported.

From the results of the Pearson correlation test presented in Table (3), it can be seen that all sub-attributes of service quality are positively related with tipping behavior (*r* > 0, P-values < 0.05). Therefore, all the sub-hypotheses are accepted. The most related sub-attribute with tipping behavior are both the *speed* of service and server *attractiveness* (P-value = 0.000, with a correlation rate of 51.5%), followed by server *knowledge* of menu items(P-value = 0.000, with a correlation rate of 50.7%),server *friendliness*(P-value = 0.000, with a correlation rate of 49.5%),server *attentiveness*(P-value = 0.000, with a correlation rate of 41.2%), the standing kind *smile* of service providers (P-value = 0.000, with a correlation rate of 37.5%) and finally good *suggestions* of menu items(P-value = 0.000, with a correlation rate of 36.8%).

Table 3: Correlation among Different Research Variables

		Service Quality (All attributes)	Server Friendliness	Server Attentiveness	The Standing Kind Smile of Service Providers	Speed of service	Server Knowledge of Menu Items	Server Attractiveness	Good Suggestions of menu items
Service Quality (All attributes)	Pearson Correlation								
	Sig. (2-tailed)								
Server Friendliness	Pearson Correlation	.473**							
	Sig. (2-tailed)	.000							
Server Attentiveness	Pearson Correlation	.498**	.384**						
	Sig. (2-tailed)	.000	.000						
The Standing Kind Smile of Service Providers	Pearson Correlation	.418**	.345**	.502**					
	Sig. (2-tailed)	.000	.000	.000					
Speed of service	Pearson Correlation	.732**	.383**	.338**	.185**				
	Sig. (2-tailed)	.000	.000	.000	.000				

Server Knowledge of Menu Items	Pearson Correlation	.752**	.361**	.465**	.422**	.388**			
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
Server Attractiveness	Pearson Correlation	.803**	.389**	.454**	.433**	.457**	.617**		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
Good Suggestions of menu items	Pearson Correlation	.498**	.291**	.363**	.439**	.263**	.498**	.440**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
Tipping Behavior	Pearson Correlation	**.714****	.495**	.412**	.375**	.515**	.507**	.515**	.368**
	Sig. (2-tailed)	**.000**	.000	.000	.000	.000	.000	.000	.000

**Correlation is significant at the 0.01 level (2-tailed).

Discussion, Limitations and Directions for Future Research. This part represents a concise and comprehensive discussion of the findings in accordance with the objectives of the study. Collectively, results of the current study revealed that rewarding service quality is considered a very important determinant of customers' tipping behavior in Egyptian restaurants. Under the service quality dimension; speed of service and server attractiveness recorded the highest agreement as the most important reasons that stimulate customers' desire to leave tipping, followed by server knowledge of menu items, server friendliness, server attentiveness and the standing kind smile of service providers. The least important reason that might stimulate customers' desire to leave tipping under this dimension is good suggestions by waiters about menu items. This result conforms to previous researches and studies which confirmed that the desire to reward good service quality is the most common motive for tipping reported by customers in different parts of the world (e.g., Lynn, 2009; Lynn and Withiam, 2008; Koku, 2005; Azar, 2004; Lynn and McCall, 2000; Lynn and Graves, 1996). Moreover, the literature discussed the positive impact of various service quality attributes on customers' desirability to leave tipping. For example, when Jewell (2008) analyzed the impact of different service quality attributes on customers' desirability to leave tipping, server friendliness was the most important factor which motivated them to tip. Similarly, server attentiveness (Parrett, 2006; Lynn, 2000) and open-mouthed kind smiles (Tidd and Lockard, 1978) was positively correlated with customers' intention to leave tipping. The explanation for this finding is that Egyptians are very sociable people. Therefore they are highly affected by personality attractiveness, as well as they do appreciate friendly and attentive treatment of staff.

This research has a number of limitations that could suggest directions for future research. Firstly, although the great effort that had been made to gather responses for the questionnaire from a large number of customers, caution should be considered in generalizing the results, because of the huge population distributed among different remote Egyptian areas. For such a reason, convenience sample technique is used, as the researcher was unable to collect questionnaires in a random way. Therefore, future research should extend this effort by sampling a larger group of customers in different areas of Egypt, and in various types of restaurants as well. Secondly, although there are a large number of published researches about tipping motivations in western countries, there is a lack of researches that addressed the same issue in eastern and Arab countries. Since this is the uniqueness of such particular study, it is difficult to compare its findings with other eastern and Arab countries. So, future researches are needed to extensively explore the tipping customs and norms in eastern and Arab world, in order to show the similarities and differences between these nations. Additionally, other factors that affect the tipping behavior of restaurant customers,

rather than service quality, have to be investigated in eastern and Arab countries. Finally, since the present research has drawn responses from customers, further research attempts should aim at investigating the same research hypothesis but from two points of view (customers and employees). This is very important to authenticate the results of this research, and to verify that customers' and staff members' visions are the same, or different.

Implications

The findings of the current study have delineated valuable implications for restaurant managers. To begin with, restaurant managers should educate their employees that the most important motivator that encourages customers to leave tipping is to reward good service quality practices, such as friendliness and attentiveness. Keeping that result in mind, employees will be enthusiastic to ascertain more efforts to satisfy customers' needs, if they want to acquire increased tips. The following represent some important *tips* for customers on how to enhance service quality in order to increase tipping. *Firstly*, restaurant management should ensure that each moment of contact between the restaurant and the customer results in a positive experience for the guest. Managers must continuously remind contact employees how important their jobs are, by explaining to them how their jobs affect other people and the service they are offering. *Secondly*, superior managers have to look for opportunities to compliment employees for their jobs well done. Managers also need to set high standards for people and hold them accountable, because unless the managers require excellence from people and support them in their efforts, they cannot feel like winners.

Thirdly, to deliver service performance that inspires customer satisfaction, organizations must first understand what customers really want from a service transaction. Once identified and getting recognized; the next step is to ensure employees both understand and commit to service improvement goals. *Fourthly*, managers have to define and communicate the causes of service related problems with their employees. A constant flow of information facilitates the process of revealing root causes. *Fifthly*, train and educate service employees on the importance of the interaction process with the customer, and try to best manage hot spots and touch points that might help improving service quality and increase tipping. Awareness of the importance of a satisfied guest must be raised between staff and management. Employees can't be expected to appreciate customer satisfaction importance on their own; it is management's job to make them aware of its impact on everyone's success, and how their own behavior can increase or decrease customer satisfaction. *Finally*, service providers must be customer-focused; they should be able to listen, understand, communicate with, and relate to customers as well as demonstrate knowledge.

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