



Impact of Some Significant Aspects for Intern's Job Satisfaction and Performance Using Student's T-Test and ANOVA Method

Vishwa Nath Maurya¹, Chandra K. Jaggi², Swammy Vashist³, G. Ogubazghi⁴,
Dharmendra Kumar Varshney⁵, Avadhesh Kumar Maurya⁶, Diwinder Kaur Arora⁷

¹Department of Applied Mathematics and Statistics, School of Science & Technology, The University of Fiji, Lautoka, Fiji

²Department of Operations Research, University of Delhi, New Delhi, India

³Department of Accounts & Finance, Dilla University, Gedeo, Ethiopia

⁴Department of Earth Science, Eritrea Institute of Technology, Asmara, Eritrea

⁵School of Business & Management, Sobhasariya Engineering College, Rajasthan, India

⁶Department of Electronics & Communication Engineering, Lucknow Institute of Technology, U.P. Technical University, Lucknow, India

⁷Group Centre, Central Reserve Police Force, Guwahati (Assam), Ministry of Home Affairs, Govt. of India

Email address:

prof.drvmmaurya@gmail.com (V. N. Maurya), prof_vnmaurya@yahoo.in (V. N. Maurya), hkdkarora@rediffmail.com (D. K. Arora),
avadheshmaurya09@gmail.com (A. K. Maurya)

To cite this article:

Vishwa Nath Maurya, Chandra K. Jaggi, Swammy Vashist, G. Ogubazghi, Dharmendra Kumar Varshney, Avadhesh Kumar Maurya, Diwinder Kaur Arora. Impact of Some Significant Aspects for Intern's Job Satisfaction and Performance Using Student's T-Test and ANOVA Method. *American Journal of Biological and Environmental Statistics*. Vol. 1, No. 1, 2015, pp. 19-26. doi: 10.11648/j.ajbes.20150101.13

Abstract: In this paper, we focus on the study of affecting interns' towards job satisfaction and job performance; a case study of some renowned hotels located in Lucknow, New Delhi-NCR, Jaipur (India). Based on previous studies, nine key factors were found to measure the relationship between each other. These nine key factors are job clarity, job conflict, job freedom, payment, perceived supervisor support, physical working condition, workload, job satisfaction, and job performance. Impact of some significant aspects for intern's job satisfaction and performance using student's t-test and ANOVA method has been examined. Total 400 questionnaires were distributed through in person during two different respondents, and at the end, 400 questionnaires are available, the software SPSS has been used to measure the relationship between each variable. Results found based on two hypothesis testing in this research, we reveal that the difference in restaurant patrons' tipping behaviors based on patronage frequency of dining is not significant. Moreover, second hypothesis showed four items have a significant value less than 0.05 with accompany type; which implies that the accompany type has a greater impact toward 'friendly service', 'prompt delivery of main course', 'try to give tip, even in a bad mood' and 'tip for fear of disapproval'. As far as its future scope is concerned, this research can be expanded to other industries and other hotels, and a broader population.

Keywords: Interns, Job Satisfaction, Job Performance, Hotel Industry, SPSS Software, Student's T-Test and ANOVA Method

1. Introduction

For a long time, internships have appeared as apprenticeships and are stated as an approach to get integrated and career relevant work experiences for students who have not yet finished their school life. In the second half of the nineteenth century, the first "interns" came to public notice from some medical schools. Currently, internships have spread all over the world, and are requirements for graduation of students in the many countries. Recently, internships have been shown to be increasing in the India, UK, US including

some other countries. Internships as a kind of short-term employment appeared to meet the future demands of competent managers and workers of industries. Four main abilities should be developed through internships including communication ability, ability in quantitative analysis, information technology, problem-solving and the ability in cooperating with others.

Internships have touched many fields among companies, education institutions, and students, such as human resource, marketing, accounting, hotel/restaurant management and so on. Internships could have many benefits for companies,

universities and students. Internships could also reduce costs for companies to get work done. In India, interns do not get more benefits except internship payment, such as employer-funded health care salary bonuses, and so on. In addition internships could also save other expenses; interns can get trained through the internship period so that companies do not need to train them after the internships end. Internships are a huge resource for companies' human needs. Companies could screen interns according to their requirements without worrying about long-term commitment, and interns will be more likely to bring fresh ideas to these companies.

An appropriate internship could let student meet a different environment which cannot be taught in the classroom. Right now many universities are pushing their students to internships as an essential way to seek a fitting job. An intern is given a chance to be potential employees by the employer with a limited work period, normally between one week to 12 months, and most interns are undergraduates or students. Internships are also recognized as placement, work placement or industrial placement, and could be taken as a part-time or full-time position. Interns take part-time internship in his /her university semester or full-time internship in his/her summer, winter holidays. Placements are usually full-time, and take place irrespective of term time or holiday time.

2. Literature Review and Hypothesis

2.1. Review of Relevant Literature

Tipping in the service industry particularly in hotel industries is a complex and very interesting phenomenon. The history of tipping is filled with mystery. There is some evidence that tipping had its roots in the Roman Empire, Templeton [39]. However, one form of tipping was back in the "Penny Universities" (coffeehouses) of 16th century England, May [31]. It created the practice of using boxes labeled "To insure promptness" which were placed in the English coffee houses and local pubs. Therefore, this phrase "To insure promptness" was abbreviated as "TIP."

In 1990 Lynn and Grassman [15] mentioned some customers attempt to ensure good service on subsequent visits to a particular restaurant. They also tend to leave larger average tips than do infrequent patrons, Lynn and McCall [16]. Sanchez [36] showed that servers can expect larger tips from parties dining without children, than from those who bring children along. Bodvarson and Gibson [1], Harris [11], Rogelberg et al. [35] explored the presence of self-serving bias is possible in some of the studies on customers' and servers' perceptions about the variables that influence tipping. Lynn [21] explored whether or not selecting alcohol is served to the dining party could influence tipping behavior. According to Lynn's [21] study, there is a significant relationship between tipping and alcohol consumption. Alcohol makes people excited and improves moods; it tends to increase tipping sizes. The more alcohol ordered by patrons, the larger tip sizes can be expected, Sanchez [36]. Payment method sometimes

depends on people's social status or economic preference. Restaurant patrons paying with credit cards generally leave larger bill-adjusted or percentage tips than do those paying with cash, Feinberg [7], Garrity and Degelman [10], Lynn and Latane [19]; Lynn and Mynier [17]. Of late, Koku [13] showed that patrons who pay bills via credit card tend to leave larger tips. However, in one study, "diners who charged their lunch" left "substantially larger tips", Garrity and Degelman [10] of 22.6%, versus the 15.9% rate of those who paid cash. A status reflects the general esteem given to it by society, for further details, we refer Kotler et al. [14]. People often behave differently to show their status in society. Servers working in the India and United States think Caucasians leave more tips than African Americans, Caudill, 2004 [3], Lynn [20], Noll and Arnold [33]. Cho's [4] study examined tipping behavior between American and Japanese restaurants. Japanese will leave tips when they go to other countries, although they do not necessarily exhibit similar behavior in Japan. Likewise, the influence of cross-culture led Australians and New Zealanders to leave tip. Some researchers examined that tips are larger when customers are male, Lynn and Bond [18], Lynn and Latane [19]. It points out social norms and social pressures as the reason. However, from the study of Bryant and Smith [2], there is an argument that female tippers have a slightly higher tip rate than males. The rate is 15.8% for average female tip. In this direction, here we also mention that Fong [9] found there is a difference in tipping behavior among younger and older people. For a varied versions of current study, research works and methodologies used by Erming [6], Maurya and Kaushik [22], Maurya et al. [23-30], Schein [37], Vafeas [41] and Xin and Wang [41] are worth mentioning.

People may be influenced by others to tip servers when they dine outside. They may feel embarrassed if they do not follow others in giving a tip. However, attitudes of servers play a significant role and contribute to the amount of tip that patrons give. To some, restaurant patrons' tipping behavior extends under servers' control. When restaurant servers casually touch patrons, it can lead them to leave larger tips, Crusco and Wetzel [5], Stephen and Zweigenhaft [38]. Additionally, a waitress wears a flower in her hair to make herself more attractive or the server introduces him or herself, Garrity and Degelman [10] can yield similar results. Sometimes the waiter squats during the first visit to the table, Fitzsimmons and Maurer [8]. Larger tips are expected from servers who have a pleasant attitude and give excellent service to patrons. If patrons have meals in an elegant or expensive restaurant, they are expected to leave larger tips, Garrity and Degelman [10]. It looks reasonable to evaluate excellent food and prompt service by leaving higher tips in return, Hohhertz [12]. Schein et al. [37] found that when the quality of food and the speed is not appropriate, some patrons still leave tips to reward waiter or waitress on the basis of service. There are still other tipping behaviors among restaurant patrons, such as when a waiter or waitress draws a happy face or writes a "thank you" on cheques, Rind and Bordia [34], some patrons may leave tips when a server smiles to them, we refer Tidd and Lockard [40].

2.2. Hypotheses

There were eight hypotheses in this research; One-way ANOVA and Independent t-test were employed in this research to explore the differences between job satisfaction and job performance when classified based on the workload, job clarity, job conflict, payment, perceived supervisor support, physical working conditions, gender, education and age.

3. Research Structure and Methodology

The researcher’s analyzed framework is created to indicate the relationship between independent and dependent variables of the research. From the study, independent variables are job conflict, workload, job clarity, job freedom, payment. Perceived supervisor support, physical working condition, job satisfaction are Intermediate variables of those, job performance is a dependent variable which needs to be test by all of factors.

A total of 400 questionnaires were self administered during May 2014 to July 2014 at selected the target population for this research with the people who are taking internships in well established hotels in Lucknow and Delhi-NCR and Jaipur

(India) and people who have internship experience in hotel industry and are studying bachelor's degree, master's degree and doctoral degree of tourism in various Indian State and Central Universities. Non-probability convenience sampling method was used in this research. Z value of 0.05 was used as the criterion to determine the significance of observed differences.

A structured questionnaire was written in English. The first part asked factors affecting interns toward job satisfaction and job performance on a 5-point Likert Scale ranging from 5 = strongly agree, 4 = agree, 3 = neither agree nor disagree, 2 = disagree, 1 = strongly disagree to measure the factors. The second part measured respondents’ personal information using multiple choices.

4. Results and Discussions

Based on 403 respondents in this research, more than half of them were females (59.6%). Moreover, the majority of respondents were between 20 or less old (50.1%). In addition, (59.6%) of education level at interns is bachelor degree. Table 1 below illustrates a sample profile of the respondents’ personal information, preferences and majority percentage.

Table 1. Summary of the respondent’s personal information and preferences.

Restaurant Patrons’ Information	N	Majority of Respondents (%)
Gender	240	Female (59.6%)
Age	202	20 or less (50.1%)
Education	240	Bachelor degree (59.6%)

Using one-way ANOVA/ Independent t-test, restaurant patron’s tipping behaviors based on patronage frequency of dining; accompany type, alcohol consumption, payment

method, status, origin of guest, gender and age have been presented in following table 2.

Table 2. One-way ANOVA/Independent t-test: Restaurant patrons’ tipping behaviors.

Restaurant Patrons’ Tipping Behavior	H1	H2	H3	H4	H5	H6	H7	H8
I tip as a way to evaluate ‘friendly service’	.598	.000*	.949	.050	.711	.524	.206	.644
I tip when server is greeting me	.551	.104	.096	.101	.310	.789	.125	.342
I tip when server is introducing themselves	.766	.981	.113	.005**	.445	.300	.385	.344
I tip when server is smiling at me	.959	.758	.353	.705	.419	.016*	.129	.170
I tip when server is writing ‘thank you’ or drawing a happy face to me	.557	.196	.033*	.885	.364	.193	.010*	.334
I tip when server is repeating my orders	.628	.314	.714	.036*	.812	.433	.011*	.283
I tip when server is casually touching me	.222	.278	.013*	.420	.110	.656	.795	.643
I tip when server makes good suggestions	.916	.122	.459	.237	.465	.507	.800	.688
I tip as a way to evaluate ‘excellent food’	.081	.217	.958	.580	.026*	.511	.251	.324
I tip as a way to evaluate ‘prompt delivery of main course’	.370	.043*	.552	.342	.413	.198	.160	.157
I tip if waiters or waitresses are attractive	.823	.142	.047*	.979	.218	.302	.168	.884
I tip when server makes more visits to my table	.349	.127	.936	.008**	.265	.001**	.658	.543
I tip if it is an expensive restaurant	.753	.892	.056	.009**	.172	.003**	.947	.041*
I tip when I think the atmosphere is at its best	.700	.669	.115	.627	.617	.033*	.915	.635
Even when I’m in a bad mood, I try to give tip	.758	.039*	.291	.004**	.439	.007**	.988	.715
I tip for fear of disapproval	.333	.010*	.809	.214	.070	.217	.468	.912

From Table 2, all sixteen items listed below have significant value more than 0.05. Hypothesis testing one reveals that the difference in restaurant patrons’ tipping behaviors based on patronage frequency of dining is not significant.

Hypothesis Two showed four items have a significant value less than 0.05 with accompany type (Table 2). It means the

accompany type has a greater impact toward ‘friendly service’, ‘prompt delivery of main course’, ‘try to give tip, even in a bad mood’ and ‘tip for fear of disapproval’. With respect to post-hoc analysis (Table 3), the LSD test was employed in this research. It reveals that when restaurant patrons are accompanied by their family members, they tend to reward prompt delivery of main

course with a larger tip. This was higher probability than when the patron was accompanied by a spouse, followed by when they were alone, with colleagues, or with a boy/girlfriend. Moreover, restaurant patrons who are accompanied by their spouse tend to give a tip even when they are in a bad mood, more often than restaurant patrons who are accompanied by colleagues.

For restaurant patrons who are accompanied by a spouse, family members and friends, tend to tip more out of fear of disapproval, more often than when they are accompanied by boy/girlfriend. At the same time, a similar result indicates that restaurant patrons accompanied by a spouse tend to tip for fear of disapproval than those who accompanied by friends and colleagues (Table 3).

Table 3. Comparative differences based on the accompany type.

Restaurant Patrons’ Tipping Behavior	F-value/ P-value	Comparison I > J	Mean difference (I – J)
I tip as a way to evaluate 'friendly service'	F= 4.601, Sig .000	Family members > Colleagues	.492**
		Boy/girl friend > Friends	.427**
		> Colleagues	.706**
		> Alone	.693**
		Spouse > Colleagues	.714**
		> Alone	.701*
I tip as a way to evaluate 'prompt delivery of main course'	F= 2.317, Sig .043	Family members > Colleagues	.486*
		> Boy/girl friend	.338*
		> Spouse	.616*
		> Alone	.561*
Even when I'm in a bad mood, I try to give tip	F= 2.369, Sig .039	Spouse > Friends	.779**
		> Colleagues	.936**
I tip for fear of disapproval	F= 3.085 Sig .010	Family members > Boy/girl friend	.536**
		Friends > Boy/girl friend	.403**
		Spouse > Friends	.502*
		> Colleagues	.636*
		> Boy/girl friend	.905**

*. The mean difference is significant at the 0.05 level.
 **. The mean difference is significant at the 0.01 level

Based on findings in Table 2, three items have a significant value less than 0.05 with different alcohol consumption (Hypothesis Three). It can be gathered from Table 4 that restaurant patrons who order alcohol tend to tip more when the server either writes ‘Thanks’ or draws a happy face than those restaurant patrons who do not order alcohol. Meanwhile, restaurant patrons who usually order alcohol tend to tip more

when the server casually touches them. This was higher when compared to patrons who sometimes order alcohol and those who do not order alcohol when they dine at restaurant. Moreover, restaurant patrons who order alcohol at restaurants tend to tip more if waiters or waitresses are good looking than restaurant patrons who do not order alcohol.

Table 4. Comparative differences based on the consumption of alcohol.

Restaurant Patrons’ Tipping Behavior	F-value/P-value	Comparison I > J	Mean difference (I – J)
I tip when server is writing 'thank you' or drawing a happy face to me	F= 3.455, Sig .033	Sometimes > No	.271*
I tip when server is casually touching me	F= 4.375, Sig .013	Yes > Sometimes	.439**
		Yes > No	.418**
I tip if waiters or waitresses are attractive	F= 3.081, Sig .047	Yes > No	.329*

*. The mean difference is significant at the 0.05 level.
 **. The mean difference is significant at the 0.01 level.

In Hypothesis Four, of a total of five items have a significant value less than 0.05 with different payment method. As Table 2 above displays, it can be assumed from Table 5 that when restaurant patrons use their credit card to pay the bill they tend to tip more when servers introduce themselves;

when server is repeating their orders; when the server makes more visits to their table; tip more at an expensive restaurant; or give tip even restaurant patrons are in a bad mood than restaurant patrons who pay the bill by cash.

Table 5. Comparative differences based on the payment method.

Restaurant Patrons’ Tipping Behavior	F-value/ P-value	Comparison I > J	Mean difference (I – J)
I tip when server is introducing themselves	F= 5.375, Sig .005	Credit-card > Cash	.294*
I tip when server is repeating my orders	F= 3.360, Sig .036	Credit-card > Cash	.244*
I tip when server makes more visits to my table	F= 4.942, Sig .008	Credit-card > Cash	.328*
I tip if it is an expensive restaurant	F= 4.759, Sig .009	Credit-card > Cash	.357*
Even when I'm in a bad mood, I try to give tip	F= 5.570, Sig .004	Credit-card > Cash	.396*

*. The mean difference is significant at the 0.05 level.

There is only one item that has a significant value less than 0.05 with different status, in Hypothesis Five (Table 2). Table 6 illustrates that local residents in this study are more willing to tip as a way to evaluate ‘excellent food.’ For the local

residents, they are familiar with the local foods and restaurants. They also revisit the same restaurant if they are satisfied with the food. International tourists have less intention to give tips as a way to evaluate ‘excellent food’.

Table 6. Comparative differences based on the status.

Restaurant Patrons’ Tipping Behavior	F-value/ P-value	Comparison I > J	Mean difference (I – J)
I tip as a way to evaluate ‘excellent food’	F= 3.687, Sig .026	Local resident > International tourist	.266**

** . The mean difference is significant at the 0.01 level.

As it can be seen in Table 2 above that there are five items have a significant value less than 0.05 with different origin of guest (Hypothesis Six).

Table 7 indicates that American restaurant patrons tend to tip more when servers smile at them than India (Asian) restaurant patrons. European and American restaurant patrons tend to tip more when server makes more visits to their table than Africans and Australians. Similarly, American restaurant patrons agree more than Asian restaurant patrons. However, African patrons tend to tip less if it is an expensive restaurant

than European, American, Asian and Australian restaurant patrons. Likewise, Asian restaurant patrons tend to tip less than Europeans if it is an expensive restaurant. European and Australian restaurant patrons agree with leaving a tip when they think the atmosphere is at its best, even more than African restaurant patrons. Meanwhile, European restaurant patrons tend to tip more than American and Asian restaurant patrons. American restaurant patrons agree with tipping more than Asian restaurant patrons., even when they are in a bad mood.

Table 7. Comparative differences based on the origin of guest Restaurant Patrons’ Tipping Behavior

	F-value/P-value	Comparison I > J	Mean difference (I – J)
I tip when server is smiling at me	F= 3.105, Sig .016	America > Asia	.500*
		Europe > Africa	1.269*
		> Australia	1.269*
I tip when server makes more visits to my table	F= 4.622 Sig .001	America > Asia	.525*
		> Africa	1.463*
		> Australia	1.463*
		Europe > Asia	.613*
		> Africa	2.192*
I tip if it is an expensive restaurant	F= 4.119 Sig .003	America > Africa	1.768*
		Asia > Africa	1.580*
		Australia > Africa	1.833*
		Europe > America	.505*
		> Asia	.423*
I tip when I think the atmosphere is at its best	F= 2.657 Sig .033	> Africa	1.346*
		Australia > Africa	1.833*
		America > Asia	.675*
Even when I’m in a bad mood, I try to give tip	F= 3.595, Sig .007	America > Asia	.675*

*. The mean difference is significant at the 0.05 level.

Independent t-test was used to test Hypothesis Seven, two items have a significant value less than 0.05 with different gender (Table 2). Table 8 compare means between the gender, where female restaurant patrons appear to tip more when

servers write ‘thanks’ or draw a happy face than male restaurant patrons. Meanwhile, female restaurant patrons agree more with tipping when the server repeats their orders than male restaurant patrons.

Table 8. Comparative differences based on the gender.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
I tip when server is writing 'thank you' or drawing a happy face to me	Male	182	3.04	1.016	.075
	Female	218	3.30	.973	.066
I tip when server is repeating my orders	Male	182	2.68	1.051	.078
	Female	218	2.94	1.021	.069

There is one item that has a significant value less than 0.05 with different age in Hypothesis Eight (Table 2). Table 9 displays that the restaurant patrons whose ages range between 30 – 39 years and above 50 years agree with tipping more if it is an expensive restaurant than the restaurant patrons’ age between 18 – 19 years. At the same time, the restaurant patrons whose ages range between 30 – 39 years agree more

with tipping than the age group between 20 – 29 years. The youngest age group, those age between 18 – 19 years, is less perceptive to tipping if it is an expensive restaurant. Respondents aged between 20 – 29 years tend to give smaller tips if it is an expensive restaurant. The age group consisting of respondents 30 – 39 years old shows more agreement with giving tips if they dine at an expensive restaurant. To give a tip

at an expensive restaurant reflects the growing earning power which normally increase with age. Respondents above 50

years old have their own social status and earning ability to support an enriched lifestyle.

Table 9. Comparative differences among the ages.

Restaurant Patrons' Tipping Behavior	F-value/ P-value	Comparison I > J		Mean difference (I – J)
I tip if it is an expensive restaurant	F= 2.512 Sig .041	30-39 years	> 18-19 years	.749*
			> 20-29 years	.319*
		Above 50 years	>18-19 years	.739*

*. The mean difference is significant at the 0.05 level.

5. Conclusion and Recommendations

The results of this research found that there is a strong relationship between each variable and job satisfaction and job performance can be affecting interns. And most of the findings of this research, which might be useful for interns and hotel s in hotel industry and to find important factors related to build interns job satisfaction, and increase interns' job performance. The last but not the least, the results also show that each variable will be affecting interns career advancement.

This study will present the summary, conclusions and recommendations based on the results of this research. There are five sections: the first section will discuss the summary of findings in terms of demographic factors, mean and standard deviation of research instruments of each variable. differences among groups and hypotheses. Secondly, the researcher will discuss the results and state the implications. Thirdly, the conclusions will be presented according to the results obtained from this study. In the fourth part, the researcher will make recommendations for beneficiaries. Finally, this chapter will end by offering suggestions for future research in this field.

This study suggested that find out a study of the relationships among the antecedents of job satisfaction, job satisfaction, and job performance toward hotel industry interns in Bangkok, Thailand. Independent variables is workload, job conflict ,job clarity, job freedom, payment, perceived supervisor support and physical working condition.; job satisfaction is intermediate variable, job performance is the dependent variable.

This study would like to offer some recommendations, which might be useful for interns and hotels in hotel industry and to find important factors related to build interns job satisfaction, and increase intern's job performance. This study will choose people who have internship experience in Tourism, are studying bachelor's degree, master's degree and doctoral degree of tourism in Indian State and Central Universities and American as well as African Universities, as the sample population.

Limitations and Future Research Scope

The researcher cannot touch all the interns under the Tourism, field and this research is limited to only one industry, which is Tourism. The time of data collection is also limited from only May to July 3 months on 2014. Because the research completes this research individually, the labor is also limited. Due to these limitations, researcher cannot cover

all areas, further researches needs to be done.

For future researchers the results verified the relationship among the inclusive variables. The studies about other variables towards building interns job satisfaction and job performance can be further explored, such as the relationship with co-workers, training and development and so on. Also, the researcher found that there are statistical significant differences in physical working conditions, job satisfaction between male and female interns. In addition, there is a significant difference in job satisfaction among different age levels. There are significant differences in workload and, job performance among different education levels. All of these could be examined to find out the reasons.

References

- [1] Bodvarsson O.B., and Gibson W.A., An economic approach to tips and service quality: results of a survey, *The Social Science Journal*, Vol. 36(1), pp. 137-147, 1999.
- [2] Bryant P.G. and Smith M.A., Case Study 1: Restaurant Tipping, *Practical Data Analysis: Case Studies in Business Statistics* Online Document, Available: <http://www.public.iastate.edu/~dicook/stat503/03/cs-tips.pdf>, 1995
- [3] Caudill D., Restaurant servers' viewpoints towards consumers' tipping behavior: An empirical analysis, Unpublished manuscript, Bluefield State College, West Virginia., 2004
- [4] Cho M., A re-examination of cultural influences on restaurant tipping behavior: a comparison of Japan and the U.S., *Journal of Foodservice Business Research*, Vol. 8(1), pp. 79-96, 2005.
- [5] Crusco A.H., and Wetsel C.G. The Midas touch: The effects of interpersonal touch on restaurant tipping, *Personality and Social Psychology Bulletin*, Vol. 10, pp. 512-517, 1984.
- [6] Erming Xu and Wang Zhihui, Correlative Study of Corporate Governance and Strategic Performance, *Nankai Business Review*, Vol.4, pp. 4-14, 2000.
- [7] Feinberg R., Credit cards as spending-facilitators stimuli: a conditioning interpretation, *Journal of Consumer Research*, Vol.13, pp. 348-356, 1986
- [8] Fitzsimmons J.A. and Maurer G.B., A walk-through audit to improve restaurant performance, *Cornell Hotel and Restaurant Administration Quarterly*, Vol.30-31, pp.95-99, 1991.
- [9] Fong S.F., The socio-economic motives underlying tipping behavior, Retrieved from, <http://library.usask.ca/theses/available/etd-04252005-114605/>, 2005

- [10] Garrity K., and Degelman D. Effect of server introduction on restaurant tipping, *Journal of Applied Social Psychology*, Vol.20, pp.168-172, 1990.
- [11] Harris H., Waiters, customers and service: some tips about tipping, *Journal of Applied Social Psychology*, Vol. 25(8), pp. 725-744, 1995.
- [12] Hohertz D.F., *Restaurant occupations: waiter/waitress coordinator's guide*, Commerce, TX: Occupational Curriculum Laboratory, East Texas State University, 1980.
- [13] Koku P.S., Is there a difference in tipping in restaurant versus non-restaurant service encounters, and do ethnicity and gender matter?, *Journal of Service Marketing*, Vol.19(7), pp.445-452, 2005.
- [14] Kotler P., Bowen J.T., and Makens J.C., *Marketing for Hospitality and Tourism*, 5th Edition, USA: Pearson International Edition, 2010.
- [15] Lynn M. and Grassman A., Restaurant Tipping: An examination of three "rational" explanations, *Journal of Economic Psychology*, Vol.11, pp.169-181, 1990.
- [16] Lynn M. and McCall M., Gratitude and gratuity: A meta-analysis of the research on the service-tipping relationship, *Journal of Socio-Economics*, Vol. 29(2), pp.203-214, 2000.
- [17] Lynn M. and Mynier K., Effect of service's posture on restaurant tipping, *Journal of Applied Social Psychology*, Vol. 23(8), pp. 678-685, 1993.
- [18] Lynn M., and Bond C.F., Conceptual meaning and spuriousness in ratio correlations: The case of restaurant tipping, *Journal of Applied Social Psychology*, Vol.22, pp.327-341, 1992.
- [19] Lynn M., and Latane B., The Psychology of Restaurant Tipping, *Journal of Applied Social Psychology*, Vol.14, pp.549-561, 1984.
- [20] Lynn M., Servers' perceptions of who are good and poor tippers, Unpublished manuscript, Cornell University, Ithaca, New York, 2005.
- [21] Lynn M., The effects of alcohol consumption on restaurant tipping, *Personality and Social Psychology Bulletin*, Vol.14, pp.87-91, 1988.
- [22] Maurya V.N. and Kaushik A.P., On the job training: A step towards job satisfaction- A case study of public sector organization in Indian scenario, *International Journal of Mathematical Modeling and Applied Computing*, Academic & Scientific Publishing, New York, USA, Vol.1(2), pp. 11-17, 2013, ISSN: 2332-3744
- [23] Maurya V.N., Arora D.K. and Maurya A.K., *Elements of Advanced Probability Theory and Statistical Techniques*, Scholar's Press Publishing Co., Saarbrucken, Germany, 2014, ISBN 978-3-639-51849-8
- [24] Maurya V.N., Jaggi C.K., Singh B., Arneja C.S., Maurya A.K. and Arora D.K., Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance: descriptive statistical approach, *American Journal of Theoretical and Applied Statistics*, Special Issue: Scope of Statistical Modeling and Optimization Techniques in Management and Decision Making Process, Science Publishing Group, USA, Vol.4(2-1), pp.33-43, 2015, ISSN: 2326-9006
- [25] Maurya V.N., Maurya A.K. and Kaur D., A survey report on nonparametric hypothesis testing including Kruskal-Wallis ANOVA and Kolmogorov-Smirnov goodness-fit-test, *International Journal of Information Technology & Operations Management*, Academic and Scientific Publishing, New York, USA, Vol.1(2), pp. 29-40, 2013, ISSN: 2328-8531
- [26] Maurya V.N., Reddy N., Maurya A.K., Datt N., Optimization perspectives and effectiveness of gender in organizational leadership: Scenario of employees satisfaction and organizational goals, *IEC University Journal of Engineering, Management and Sciences*, India, Vol. 1(1), pp. 15-29, 2014
- [27] Maurya V.N., Sharma R.S., Aljebori S.T.H, Maurya A.K., and Arora D.K., Correlation analysis between the corporate governance and financial performance of banking sectors using parameter estimation, *American Journal of Theoretical and Applied Statistics*, Special Issue: Scope of Statistical Modeling and Optimization Techniques in Management and Decision Making Process, Science Publishing Group, USA, Vol.4(2-1), pp.27-32, 2015, ISSN: 2326-9006
- [28] Maurya V.N., Singh Bijay, Reddy N., Singh V.V., Maurya A.K., and Arora D.K., Cost-effective perspective and scenario development on economic optimization for multiple-use dry-season water resource management, *American Open Journal of Agricultural Research*, Academic & Scientific Publishing, New York, USA, Vol.2(1), pp. 1-21, 2014, ISSN:2333-2131
- [29] Maurya V.N., Singh V.V., and Yusuf Madaki Umar, Statistical analysis on the rate of kidney (renal) failure, *American Journal of Applied Mathematics and Statistics*, Vol.2(6A), pp.6-12, 2014,. doi: 10.12691/ajams-2-6A-2.
- [30] Maurya Vishwa Nath, Fang Xuan, and Yang Feng, Assessing Chinese commercial bank technical efficiency using parametric hyperbolic distance function approach, *American Journal of Applied Mathematics and Statistics*, Science & Education Publishing, USA, Vol. 2(6A), pp. 20-25, 2014
- [31] May J., Looking For Tips: An empirical perspective on restaurant tipping, *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 4(20), pp. 6-13, 1980.
- [32] Ming A., The affect of company's corporate governance structure on sustainable growth, *Administered Space*, Vol.2, pp.76-77, 2012
- [33] Noll E. and Arnold S., Racial differences in restaurant tipping: Evidence from the field, *Cornell Hotel and Restaurant Administration Quarterly*, Vol.45, pp.23-29, 2004.
- [34] Rind B. and Bordia P., Effect of server's 'thank you' and personalization on restaurant tipping, *Journal of Applied Social Psychology*, Vol.25(9), pp.745-757, 1995.
- [35] Rogelberg S.G., Ployhart R.E., and Balzer W.K., Using policy capturing to examine tipping decisions, *Journal of Applied Social Psychology*, Vol. 29(12), pp.2567-2590, 1999.
- [36] Sanchez A., The effect of alcohol consumption and patronage frequency on restaurant tipping, *Journal of Foodservice Business Research*, Vol. 5(3), pp.19-36, 2002.
- [37] Schein John E., Edwin F. Jablonski and Barbara R. W., *The Art of Tipping: Customs and Controversies*, Wausau, WI: Tippers International, 1984.
- [38] Stephen R. and Zweigenhaft R., The effect on tipping of a waitress touching male and female customers, *The Journal of Social Psychology*, Vol.126(1), pp.141-2, 1986.

- [39] Templeton D., Is it service or custom that tips the scales?, *Sonoma Independent*, October, 24-30, 1996.
- [40] Tidd K.L. and Lockard J.S., Monetary significance of the afflictive smile: a case of reciprocal altruism, *Bulletin of Psychonomic Society*, Vol.11, pp.344-346, 1978.
- [41] Vafeas N., Board meeting frequency and firm performance, *Journal of Financial Economics*, Vol. 53, 1999.
- [42] Xin Jinguo and Wang Linyan, Impact on the performance of the supervisory board of directors and general manager of the excitation, *Technology & Management Research*, Vol.2, pp. 74-79, 2013.