Adaptive Strategies: Algorithmic Analysis of Pre- and Post-Pandemic Manager-Frontline Employee Communication Model in Restaurants

María D. Lozano Gutiérrez [1*] , Franco Rojas López [2] , Guadalupe Rovira Ochoa [1]

[1] Department of Business Administration and Management, Universidad Politécnica Metropolitana de Puebla, Popocatépetl s/n, Reserva Territorial Atlixcáyotl, Tres Cerritos, Heroica Puebla de Zaragoza, 72480, México.

[2] Department of Computer Systems, Universidad Politécnica Metropolitana de Puebla, Popocatépetl s/n, Reserva Territorial Atlixcáyotl, Tres Cerritos, Heroica Puebla de Zaragoza, 72480, México.

Abstract

The aim of this study is to determine the impact of the COVID-19 pandemic on an independent restaurant chain in Puebla, Mexico, through longitudinal censuses with employees who had direct contact with diner guests (frontline employees) in 2019 and 2023. The survey data was analyzed through the algorithm Synthetic Minority Over-sampling Technique (SMOTE) to balance sample sizes and Information Gain to determine the dependence between the study variables. The results revealed the health crisis has led to changes in pivotal factors that drove better performance from frontline employees and managers in restaurants in Mexico. After the pandemic, frontline employees began to favor standard compliance due to the reinforcement of hygiene protocols. However, there are implications for the structure of teams and work styles on account of the decline in the number of frontline employees and the creation of multifunctional positions. Regarding the manager's factors, Linear Communication, which consists of providing clear and timely information, has become more relevant. While, there has been a decrease in Dynamic Communication oriented towards dialogue and Productive Communication focused on participation and the achievement of objectives. COVID-19 has accentuated the vulnerability of female frontline employees, who, since the pandemic, occupy multifunctional positions; the number of employees has decreased in greater proportion than the number of restaurants that have closed, impacting team dynamics; the most affected restaurants are located in automotive industrial parks, while restaurants in tourist or commercial areas have managed to maintain their workforce. The selected independent restaurant chain has focused on the functional aspects of the restaurant, as denoted by their current transactional leadership style and hierarchical organizational culture. However, there is an important theoretical implication related to the post-pandemic context, characterized by the presence of multifunctional roles and the pressure to meet customer service standards. Frontline employees have adopted individualistic behaviors, negatively impacting collaborative teamwork. These finding challenges existing literature that often emphasizes the positive aspects of employee empowerment and multifunctionality; it suggests that, under certain conditions, these factors may inadvertently hinder team cohesion and collaborative efforts. This study highlights the need to capitalize on Mexican restaurants by not only valuing the strategies from senior management but also by incorporating interpersonal perspectives from frontline employees to improve the organization in procedural and relational terms to adapt to future crises.

1- Introduction

Tourism researchers have conducted multiple studies to identify the impact of COVID-19 and promote recovery and resilience. However, there is a literary gap regarding the conduct of post-pandemic longitudinal studies in the restaurant industry across various geographical locations, different time frames, and with diverse predictive themes. Existing

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literature fails to report findings concerning the impact of COVID-19 on vulnerable groups in the restaurant labor market or variations by market type. In this regard, this research explores the impact of COVID-19 on frontline employees through a longitudinal study at two time points, before and after the pandemic. The Synthetic Minority Over-sampling Technique (SMOTE) algorithm balances the sample sizes, pre-pandemic and post-pandemic, as the Information Gain algorithm selects important variables in both models. It identifies the most vulnerable groups on new operational practices, demonstrates existing differences based on the market type served by restaurants, and analyzes variables from managers and frontline employees alike that significantly contribute to optimal performance.

Unlike other algorithms that simply duplicate sample elements randomly, the SMOTE method (Synthetic Minority Over-sampling Technique) duplicates variables by considering their similarities with others and carefully selecting each of them from each sample element randomly. This results in greater representativeness and improves the quality of the sample balancing process. The Information Gain algorithm combines different variables with each other to rank them based on their level of importance for the Pre-Pandemic and Post-Pandemic Manager-Frontline Employee Interpersonal Communication Model.

The restaurant sector is part of the hospitality industry that, beyond belonging in a service economy, is also situated in the experience economy, which includes the emotional and practical impact deriving from all encounters and interactions with service providers; this exchange requires trained personnel, coordination understood as formal institutionalized relationships, and cooperation characterized by informal commitments [1] of every industry element [2] both inside and outside the organization. The service management literature has emphasized the importance of the human element in the delivery of superior service, as customers' perception of exceptional service is often associated with personal interaction with the employees, who are dubbed as frontline employees [3].

At the end of 2019, the coronavirus disease, caused by the SARS-CoV-2 virus and emerging in China, has caused more than 105 million confirmed cases around the world and claimed over 2.2 million lives [4]. Considering COVID-19 stems from people and its contagion relates to close human contact [5], service companies were understandably the most affected sector due to social distancing and quarantine measures [6]. Specifically, the restaurant sector is a fragmented industry made up of small businesses characterized by extremely low profit margins, low capitalization levels, and little liquidity. In this context, the impact of COVID-19 forced the modification of the business model without leveraging, as before COVID-19, in high occupations, directly affecting frontline employees who do not have access to the tips that previously compensated the low salary received. In terms of health security, sales channels such as home delivery are being promoted, whereas service personnel lack places to avoid contagion. In countries with developed economies, the hospitality field is preparing for digitalization and the incorporation of robots in place of service personnel [7].

Although the changes in the workplace after the COVID-19 pandemic were remote work, hybrid work models (in-person and remote), digital transformation and automation, the application of AI and robotization, and the need for effective leadership to support and motivate collaborators [8]. However, in the restaurant sector, distinguished for their instant food production and the level of interaction between guests and frontline employees, remote work is not applicable. While in terms of digitalization and automation, the communication aspect cannot be programmed at the moment due to the unpredictable nature of consumers' requests. In this context, it is necessary to highlight the value of service personnel not only as a functional element but also as a relational one [7].

Mexico is a country in the southern part of North America and borders the United States to the north. It is the fourteenth largest and the eleventh most populous in the world [9]. For its part, the state of Puebla is the fifth most populated state in the country, while the city of Puebla is the fourth most populated city [10]. Puebla is the second automotive producer in Mexico, only after Aguascalientes [11]. It is also a UNESCO World Heritage City [12] thanks to its cultural, architectural, historical, and gastronomic richness that has allowed it to boast two of the emblematic national dishes: mole poblano and chile en nogada. In Mexico, the customer service process in a restaurant has multiple interpersonal contacts from the moment the customer arrives by the valet parking, security personnel, or hostess; throughout their stay, one or more waiters will attend them; the manager may also occasionally address them; in addition, they might possibly meet other clients [13].

The tertiary sector of the Mexican economy possessed the highest concentration of jobs, with 34.67 million people employed. This sector had the largest percentage of working women with wage parity, who were the most affected by the COVID-19 pandemic. Of approximately 50% of the jobs, the situation worsened in the area of food and beverage services, where women had presence in more than 60% of the jobs [14]. Accommodation and food service activities represent 144 million jobs worldwide, accounting for 4.3% of global employment with a 54.1% female workforce, of which half are heads of family. This sector was classified for having a high risk of disruption during the COVID-19 pandemic [15]. In Mexico's restaurant sector alone, it is estimated that 20% of restaurants closed their doors, and more than 300,000 layoffs were recorded [16]. With the Gross Domestic Product (GDP) data per year, it is observed the restaurant industry remained stable from 2009 to 2019, unlike the GDP of the economy, which showed growth. In 2020, there was a drop in the GDP of the restaurant industry of 29.3%, while the GDP of the economy was 8.2% due to the health crisis [17].

In 2019, in Mexico, there were 581,530 establishments dedicated to the preparation of food and beverages. In terms of size, 96% were micro, 3% were small, 0.3% were medium, and the rest were large. The restaurant industry contributed

2% of the national GDP and 14% of the tourism GDP, solidifying its spots as the second economic branch in job creation and the first in self-employment [18]. In the tourism field, gastronomy contributed 15.6% to the tourism GDP in 2019 [19], proving to be essential when promoting Mexican culture and local products through culinary art. In Puebla, particularly, 62% of the restaurant industry staff is made up of women; out of every 100 women, 73 worked in the tertiary sector, 15 in the secondary sector, and 12 in the primary sector. Meanwhile, for every 100 men, the proportions are 41, 27, and 32, respectively [20].

Following this, in 2023, there were 618,000 restaurants, representing 12.2% of all businesses in the country and generating just over two million jobs, 7.5% of job creation. Restaurants with full service or fast food preparation services produce high levels of production and employment with few units. The restaurant industry is mainly made up of micro-businesses (those that employ up to 10 people), since 96 out of every 100 economic units correspond to this size and offer jobs to 70 out of every 100 workers in this sector. In terms of production, they generate 55.9 of every 100 pesos. A higher percentage of women (55.8%) than men (44.2%) work in the restaurant industry, in comparison with the economy in general and total services. Finally, Puebla is one of the eight entities with the largest number of waiters in the country [17].

Studies carried out during the pandemic reported the challenges restaurants faced due to lack of liquidity, loss of human factor, and the need to gain customer trust for their return as diner guests. In terms of liquidity, restaurants focused on selling their food through digital platforms. In the mid-term, researchers documented the restaurant sector's challenge of reinventing itself instead of returning to its space occupation models as a source of profitability [14]. However, in Latin America, the branches with the highest risk of substitution by digital technologies are the agricultural sector, commerce, restaurants and hotels, and the manufacturing industry [21].

In this context, the primary problem of this research is to determine the impact of the COVID-19 pandemic on an independent restaurant chain in Mexico through a longitudinal study based on the surveys of frontline employees to define communication strategies with the aim of improving restaurants understood as organizational systems. The data was collected before the pandemic (2019) and after the pandemic (2023). The study variables include communication and leadership style by the chain's branch managers, organizational culture on the part of the organization, and teamwork, belonging, compliance standards, consumer orientation, and workforce composition concerning frontline employees. The research question that guided this study was: What are the changes that mostly affected the aforementioned variables after the COVID-19 pandemic in the restaurant sector in Puebla, Mexico?

The paper is structured as follows: Section 1 presents our literature review. Section 2 describes the methodology, followed by Section 3, which elaborates on the results. Finally, we discuss the results with theoretical and practical implications, limitations, further research directions, and conclusions in Section 4.

2- Literature Review

When searching in the Scopus database for the concepts effects—such as post-COVID-19, hospitality, employees, post-pandemic, restaurant—there are no studies set in Mexico regarding this topic. Previous research related to the pre- and post-pandemic issue in service companies, specifically in the restaurant and hospitality sector, has been mainly carried out in other parts of the world. They highlighted certain elements, which they deemed had a greater impact. These elements are the perception of work [22-29], psychological reactions [23, 30-33], digitalization [34-40], and finally resilience and adaptation [23, 41-45].

Regarding the perception of work, it is known that the restaurant sector was one of the most affected, instigating stress and fear due to the uncertainty of job loss and the lack of information, in addition to the ensuing economic recession. The COVID-19 pandemic was an event that, apart from being unexpected, had the characteristic of unpredictable and unrestrained evolution [23]. In addition, there were many doubts regarding its management, effects, and consequences.

A study of hotels in Vietnam reveals how the perception of insecurity at work has a strong effect on the high degree of turnover. It also points out the importance of the perception of social support at work, as it is key in the life role of employees to face adverse circumstances, generate an optimistic effect, and organizational commitment [22]. The food services sector was noted to experience a greater degree of loss in terms of employment, unlike other activities related to the same sector [24]. Various aspects related to the working day were investigated, such as unusual working hours, poor working conditions, a high degree of turnover, a low level of remuneration, and a lack of training and skill development, which are also factors that affect employee morale and motivation [23].

Another aspect related to the perception of work was the current insufficiency of the skills, techniques, and procedures developed prior to the pandemic, as they were not capable of facing the contingency. Strict hygiene measures and new forms of behavior were implemented in hotels and restaurants to maintain the trust of service users [25]. Hotels, in particular, had to enact new programs regarding how to carry out their work and maintain the safety of visitors [26]. Specifically, the results of a study in India suggested that the implementation of new training programs has significantly and positively influenced guest visits. On the other hand, the need to reduce costs in hotels and restaurants will lead to drastic measures such as reduction of labor [27].

In the United States, a study focused on the impact of the pandemic on frontline workers in full-service restaurants. It analyzed factors such as stress and uncertainty at work, as well as its consequences on job performance, turnover, and

mental health. The results offered a broader understanding, emphasizing the need to provide strategies to retain and attract a qualified workforce that is essential to the industry and highlighting the importance of fostering the quality of relationships between colleagues [28].

Another study in the United States, specifically in South Carolina, centered on independent restaurant workers. The purpose was to evaluate the perceptions and attitudes of workers in relation to the operational and economic effects of the pandemic. The results showed greater benefits for this type of restaurant than for chain restaurants since they face different challenges and lengthen their flows. Cash flow limited their business options and their ability to remain financially solvent [29].

The psychological reactions of capital or human resources in the organization were another important element during and after the pandemic; an emphasis is placed on individual psychological needs, as it plays a fundamental part in the quality of the leadership's relationship with its work team. Also, as a means of intrinsic motivation, especially in these periods of uncertainty [23].

The services, due to their own characteristics, demand greater effort from the collaborators as they have direct contact with the client. Therefore, they play an important role in the transition and achievement of satisfaction of the consumer's expectations. This suggests a double psychological need in the sense of having to be emotionally fit in order to provide a satisfactory experience for the customer. A study with Jordanian employees in hotels and restaurants found the following variables: post COVID-19 practices, employees' reactions to change, change in leader management, and how organizational culture affected the performance of collaborators at all levels. In addition, it mentions how new organizations must be more receptive to the needs and skills that employees require for tasks imperative to future demands. The existence of a positive relationship between the organizational culture and the employees' performance was revealed through the creation of trust and alliance between the company and collaborators. It is known that leadership plays a pivotal role in employee productivity. Hence, in business productivity and these new forms of organization, as well as a result of the pandemic, a leader's skills provide a high degree of cohesion, trust, commitment, courage, and efficiency. Improving the attitude of leaders betters the behavior and attitudes of workers [30].

Another psychological aspect resulting from the pandemic occurred due to the worldwide imposed health measures. In China, a research study was carried out on employees in direct customer service, revealing their distaste for wearing face masks [46]. Researchers conducted a study with 137 hospitality workers in the United States and the United Kingdom, focusing on psychological and physical health changes before and immediately after confinement. Results from this model offer novel insight regarding job loss, illustrating how it provoked both threat and recovery; it negatively impacted psychological health but positively improved physical health [31]. In Canada, researchers interviewed twenty restaurant leaders about emotional labor, in which it was discovered that competitiveness is key to frontline workers [32]. The pandemic launched new challenges in the area of Human Resources. According to a study in the United States, it is advisable to have intercommunication in a timely manner, where employees can express their fears, in addition to inviting more openness in the organizational culture and personal interactions. Thus, it promotes an environment of trust and psychologically safe relationships between service personnel and staff [23]. Given how it was observed that employees seek to give meaning to their employment, especially after the pandemic, this finding becomes very opportune to retain employees of great value through leadership [33].

Digitalization and the use of technology in services is another element found in the studies, assuming that culture and technological advances may vary in different countries. However, before the pandemic, experts already considered technology as an important tool to perform service processes since during and after the pandemic; advanced technologies were standing out in the form of *service robots* or artificial intelligence. This shows how, like many other sectors, the hospitality and restaurant industry are strongly linked to the use of technology as a work tool; at the same time, this industry is based on quality and human kindness. This duality represents a challenge for managers who must be aware that technology is the future of the industry without forgetting the importance of the human and warm touch people provide [34].

Studies in Indian service companies have shown that improving the capabilities of employees through new skills and retraining heightens their motivation to adopt innovative ways of working and better embrace the use of new technologies. Which is why leaders play a fundamental role in the process since they must provide *interdisciplinary skills adoption* programs to improve employees' technology-driven growth. It is vital for leadership to focus on the necessary skills to digitally prepare employees for the future [35]. Other similar Indian studies have drawn attention to frontline employees in the hospitality service, in which they detected a profound impact between digital transformation and the ways of delivering service. Although the impact of digitalization on employees has not yet been fully analyzed. The purpose of this study was to empirically test the effects of digitalization on service employees, taking into account their beliefs regarding crisis preparation, life satisfaction, and customer orientation. It also examines the effects of anxiety in relation to the crisis and work experience on these relationships. This study also suggests how service business managers can capitalize on the digital transformation of workspaces by focusing on both people and technology. Research proposes that it is equally important for service companies to establish strong internal communication through marketing strategies to strengthen relationships and reduce or mitigate the consequences of remote work [36].

Another study in Romania focused on the before and after pandemic landscape and observed how employees are nowadays more willing to use technology and digitalization in their jobs since it allowed them to work remotely, even in their usual environment, without risking their health or their family's [37].

On the other hand, interviews with employees from 18 hotels in China framed the use of artificial intelligence as a means of surveillance in creative activities and decision-making in the service, which negatively impacts employees and their work commitment. Which is why hotels should look for other ways to not affect employees' stress and focus more on their productivity. The study highlighted how managers must promote a spirit of solidarity and cooperation among employees in a way that increases trust in the organization [39].

Based on data collected from 467 management-level hospitality employees in China, findings show how digital work can lead to the depletion of self-control associated with disengagement from work. The relational energy was an important resource that cushioned the detrimental effects of digital work connectivity and the association between digital connectivity and employee turnover. Therefore, the need for clear guidelines on the regulation of digital work in this industry is established as an urgency [38].

Urban tourism service workers in Tehran answered a survey, whose aim was to research the economic impact of the pandemic. Their responses revealed that, unfortunately, the most vulnerable employees were from developing countries. Some of the reasons they listed were the high degree of unemployment, rapid pace of urbanization, economic urbanization, inequality, and poverty [40].

Resilience and adaptation are undoubtedly important elements mentioned in the research. Since without them, employees, managers, and leaders of service companies alike would not have been able to tackle and surpass the COVID-19 contingency. An exploratory qualitative research project in Egypt, set during the post-pandemic, interviewed thirty full-time workers in the hospitality sector. It is one of the few comparative studies that have been done. The results indicated that organizational support, continuous learning, and the development of resilience played a fundamental role in the challenge of maintaining employees [41].

The hospitality industry, as a labor-intensive sector, in addition to the presence of resilience during and after the pandemic, emphasized the need for personal interactions at a micro level between managers and line staff to alleviate and cope with an unknown situation. Additionally, the need to use organizational psychology and sociological theories focused on hospitality is included [23].

In Bandung, Indonesia, a research study was carried out on 19 four- and five-star hotels. The objective was to examine the effects of multi-capital on the resilience of the hotel; it explored critical factors to improve resilience and concluded with the need for strong leadership capable of generating effective strategies and work plans. It was shown that human capital substantially influences the resilience of the hotel. In addition, the COVID-19 pandemic exposed the vulnerability of jobs within the tourism branch and increased the number of challenges in these businesses, mainly in matters of human security, sources of income, and marketing strategies [42].

In Serbia, a combined study, which consisted of semi-structured interviews with employees of the tourism sector, analyzed resilience through a set of factors related to employee competencies, self-efficiency, and communication. Results showed that resilience had a greater impact on employees with a higher level of education than employees with a lower level of education. Furthermore, it found that communication skills strongly contribute to an organization and experience, and how self-efficacy mostly impacts the adaptability to post-crisis change [43].

Research in the Indian hospital industry considered that the greatest challenge leaders face is to be human, in other words to be empathetic with their employees, who in turn represent their families. In terms of adaptation, there was a need to be more flexible in the hotel and restaurant industry in order to adapt more quickly to the operational changes that crises represent [34].

According to a panel of Iranian tourism experts and industrialists, post-COVID-19 companies will have to devise strategies that attract and, at the same time, retain qualified personnel in order to revitalize the industry [44].

A Pakistani study indicates that the tourism sector learned a lesson from the pandemic: to analyze and invest in the development of organizational skills focused on technological innovations, digital skills, and health protocols [45].

The only research study found in Latin America related to post-pandemic issues was in Bogota, Colombia, where researchers carried out an investigation through semi-structured, in-depth interviews with ten restaurant owners and chefs. The study was divided into three phases: the response phase to COVID-19, the recovery phase, and the renewal phase. The first phase showed how restaurants responded quickly to keep operating by sending their employees on vacation instead of laying them off and initiating a deep clean. In the second phase, they established operational practices to maintain business. Lastly, in the third phase they created strategies for the next six to ten months, assuming it would take them two to three years at least to return to their state at the beginning of the pandemic. Furthermore, as a result of this research, four fundamental strategies for its operation were identified: Using employees for home deliveries, not resorting to Uber or Rappi platforms to keep their own collaborators at work; the ten surveyed restaurants agreed to considering their employees as valuable assets and highlighted maintaining the dignity of their families as a priority, in addition to receiving government support and acting responsibly by complying with established measures [46, 47].

3- Material and Methods

3-1- Methodology

The research instrument was a 75-item questionnaire where frontline employees self-assessed the constructs of their performance and evaluated the constructs of the manager and the organization (see Table 1). The collection method was a face-to-face survey with frontline employees in the summer of 2019 [7] and the summer of 2023, respectively. In both years, censuses were taken from the restaurant chain's frontline employees. For data preprocessing, the Synthetic Minority Over-sampling Technique (SMOTE) algorithm was used to balance sample sizes and Information Gain to determine the dependence between the study variables.

3-2- Constructs Operationalization

The operationalization of the constructs was carried out in mixed research carried out between 2018 and 2022 in Mexico [7]. Below is the conceptual and operational definition of each construct used in the data collection instruments (Table 2), as well as to whom each construct was applied (see Table 2).

Table 1. Constructs measured in the questionnaire

Aspects evaluated of	Manager	Frontline Employee	Organization
Measured constructs	Linear/dynamic/productive communication Leadership style	Employee engagement Individual Teamwork Collaborative Teamwork Service standards compliance Market orientation Demographic profile	Organizational culture

Table 2. Constructs conceptual and operational definition

| Construct	Conceptual definition	Operational definition
Linear Communication	Generation of messages in a vertically descending manner or in the form of instructions [48].	Level at which people communicate in a system. Linear level privileges the production and distribution of messages for business productivity [7].
Dynamic Communication	Circulation of information between sender and receiver thanks to reciprocal feedback, which facilitates the fulfillment of tasks in each one [48].	The dynamic level that focuses on feedback between senders and receivers to reinforce their interaction and support each other in achieving their tasks and goals [7].
Productive Communication	Process of aligning both information and feedback between individuals, teams, and/or areas in a productive unit of the organization (business), which results in the fulfillment of the staff's individual goals, the teams, the areas, and the business itself, in addition to its purpose as an organization [48].	Productive level, which consists of aligning information and feedback among all the personnel of a business to generate the expected value for society and for itself as a system [7].
Leadership style	Identification of leader behaviors, recognition of conditions for effective leadership, determination of the effective use of power and influence on subordinates, and the interpretation of the relationship between followers and leaders [49].	Manner of conduct with the work team [7].
Employee engagement	Sense of personal involvement in a social system, such as the person feeling they are an indispensable and integral part of the system [50].	Be part of a labor system [7].
Individual teamwork	Conceptual, procedural, and attitudinal capacity of the employee to know how to work as a team.	Conceptual, procedural, and attitudinal capacity of the employee to know how to work as a team [7].
Collaborative teamwork	Groups become teams when they develop a sense of shared commitment and strive to achieve synergy among their members [51].	Group of people seeking a common goal [7].
Service standards compliance	It is all the results that are expected after the operation and that can be referred to as a level of performance. The usefulness of service standards lies in the fact that they are measurement parameters that are contrasted with the current performance results to take actions corrective measures in case of differences [52].	Fully represent the service policies of the restaurant company [7].
Consumer orientation	A tendency or predisposition of the employee to satisfy consumer needs in a work context [53].	Keep the consumer in mind at all times during work performance [7].
Organizational culture	The peculiar and institutional style of managing and fulfilling the ideal purposes of a human group through its performance and productive achievements as an organization [54].	It is the regulatory framework based on beliefs, values and principles that provide identity to an organization and its members who are guided to align themselves with the ideological core of the culture [7].

The reliability analysis was carried out using *McDonald's Omega* as a measure of coherence or internal consistency, having a value of 0.962.

3-3- Unit of Analysis

Frontline employees of a chain restaurant in the city of Puebla who have direct contact with the consumer operating in one of the following positions: host (waiter), host assistant, bar, cashier, car attendant, delivery of orders, hostess, babysitter, image manager, assistant manager, and valet parking.

3-4- Census

Census considered the total population of frontline employees. The survey was self-administered and answered anonymously by frontline employees and managers at the restaurant facilities during shift changes. The dataset is composed of surveys applied in 2019 and 2023, respectively, before and after the COVID-19 pandemic. As shown in Figure 1, 149 surveys were applied in 2019, compared to 96 surveys in 2023.
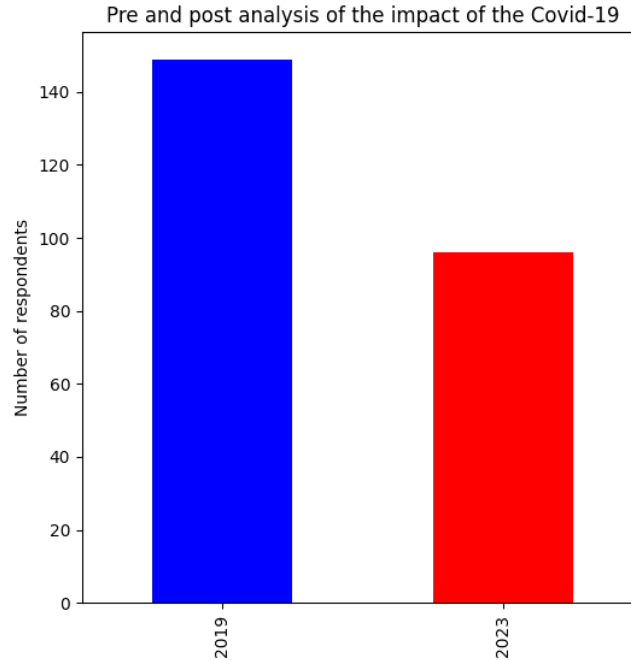
Figure 1. Survey pre and post pandemic of COVID-19

The constructs evaluated in this study use a Likert scale as a response format (see Table 3).

Table 3. Likert scale of the evaluated constructs

| Likert scale	Value
Strongly agree	5
Agree	4
Neither agree nor disagree	3
Disagree	2
Strongly disagree	1

3-5- Data preprocessing

Before processing pre- and post-pandemic data in the restaurant industry, it is important to balance the data so that the number of surveys applied in 2019 and 2023 is of the same size. A balanced dataset helps prevent model bias by ensuring the algorithm learns from a representative sample of all classes, avoiding overemphasis on the majority class. To resolve the dataset imbalance problem, the algorithm Synthetic Minority Over-sampling Technique (SMOTE) [55] was implemented (Figure 2). SMOTE operates by identifying instances that are proximate in the variable space, establishing a connection between these instances, and generating a new sample at a position along that connection. An arbitrary instance from the minority class is initially selected. Then $k=5$ of the nearest neighbors for that example are found. A neighboring instance is randomly selected, and a synthetic sample is generated at a random position along the variable space between these two instances.

Once the SMOTE algorithm is implemented, the size of the dataset pre- and post-pandemic is now 149 instances, respectively, as shown in Figure 2.

The frontline employee variables are set as target variables. The data set was carried out considering the values were greater than the average of said variable. To define the values of the target variable, values above the average of the variable in question were considered.

Then, the information gain [56] was implemented, which a metric used in machine is learning to quantify the effectiveness of a variable in reducing uncertainty or disorder in a dataset.
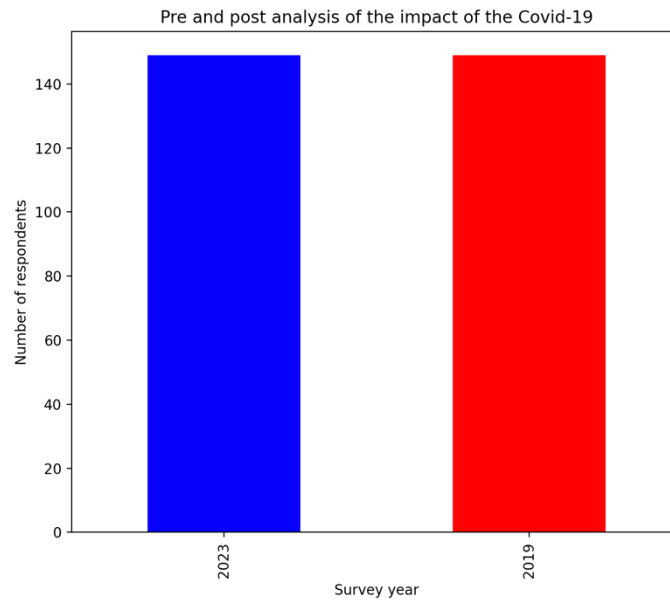
Figure 2. Balanced dataset

4- Results and Discussion

In general terms, as shown in Table 4, there is a decrease in the number of branches (10%) as well as the number of employees (28%), comparing the information from 2019 with 2023. The most affected restaurants are located in an industrial zone. One of them was closed (Branch 10), another had a decrease in the number of employees of 68% (Branch 3), and a third (Branch 6) of 41%. For the most part, restaurants located in shopping centers and areas or in the historic center of the city are the least affected (see Table 4).

Table 4. Decrease in the number of employees as a percentage of the sample

Branches	2019	2023	Percentage variation	Location
Branch 3	21	6	-68%	Industrial Park
Branch 4	7	3	-50%	Road resting area
Branch 7	12	6	-46%	Restaurant zone
Branch 6	21	12	-41%	Industrial zone
Branch 5	4	2	-40%	Resting area gas station
Branch 1	26	20	-22%	Shopping area
Branch 9	26	24	-7%	Downtown
Branch 8	12	13	8%	Mall
Branch 11	5	6	17%	Shopping area
Branch 2	5			Industrial Park
Branch 10	10			In front of a mall
Branch 12		4		Mall
Total	**149**	**96**	**-34%**	

Likewise, there is a decrease in the female labor force of 3% (see Table 5). As for managers, in 2023, only two managers who were present in 2019 will continue as managers.

Table 5. Sociodemographic profile of the frontline employee percentage of the sample

Variable	2019 N=149	2023 N=96
Sex		
Female	59	56
Male	41	44

In terms of jobs in 2023, compared to 2019, the position of waiter assistant represents only 3% of the workforce, while in 2019 it constituted 41%; only five branches have a hostess, while in 2019 seven branches had a hostess. The only position that had a higher number of employees in 2023 is the nanny position. Finally, the positions that disappeared were manager assistant, image coordinator, delivery person, and car caretaker (Table 6). In 2023, branches started to create multifunctional positions: cashier/bar, staff/assistant waiter, and cashier/bar staff, meaning a single person would perform two or three functions simultaneously. The positions of security manager and coordinator of children's areas also appeared.

Table 6. Frontline employee position percentage of the sample

| Position	2019 N=149	2023 N=96
Waiter	47	60
Waiter assistant	41	3
Cashier	11	7
Cashier/bar staff/waiter assistant		4
Cashier/bar staff		5
Bar staff	10	
Assistant manager	9	
Hostess	7	5
Valet parking	7	7
Babysitter	4	5
Image manager	3	
Order delivery	1	
Car attendant	1	
Security manager		1
Children's area coordinator		1

Regarding the positions held by women, it is notable that the position of assistant manager disappeared by 2023, as did the position of image coordinator responsible for cleaning. Likewise, all multifunctional positions were being held by women (see Table 7).

Table 7. Positions frontline employees' women percentage of the sample

| Position	2019 N=88	2023 N=54	Percentage variation
Waitress	33	48	31%
Cashier	18	13	-38%
Hostess	13	9	-44%
Bar staff	11		
Babysitter	7	9	22%
Manager assistant	7		
Assistant Waiter/Waitress	6	2	-200%
Image manager	5		
Cashier/bar staff		9	
Children's area coordinator		2	
Cashier/bar staff/waiter assistant		7	
Security manager		1	
Children's area coordinator		1	

It is important to mention that 149 interviews were surveyed in 2019 compared to 96 in 2023. Nevertheless, to avoid bias in our analysis, we implemented the SMOTE algorithm [55] to balance the dataset (see Figure 2). A balanced dataset enhances the model's generalization capabilities, allowing it to make more accurate predictions on unseen data. Therefore, we considered a total of 149 surveys for 2019 and 2023. Imbalanced datasets can lead to misleadingly high accuracy metrics, as the model may simply predict the majority class.

The following are graphs of frontline employee variables, applying Information Gain [56] to measure the degree of dependence between manager and frontline employee variables with the target variable. The order of presentation is based on the target variable, whose variables have a higher degree of dependence (see Figure 3).
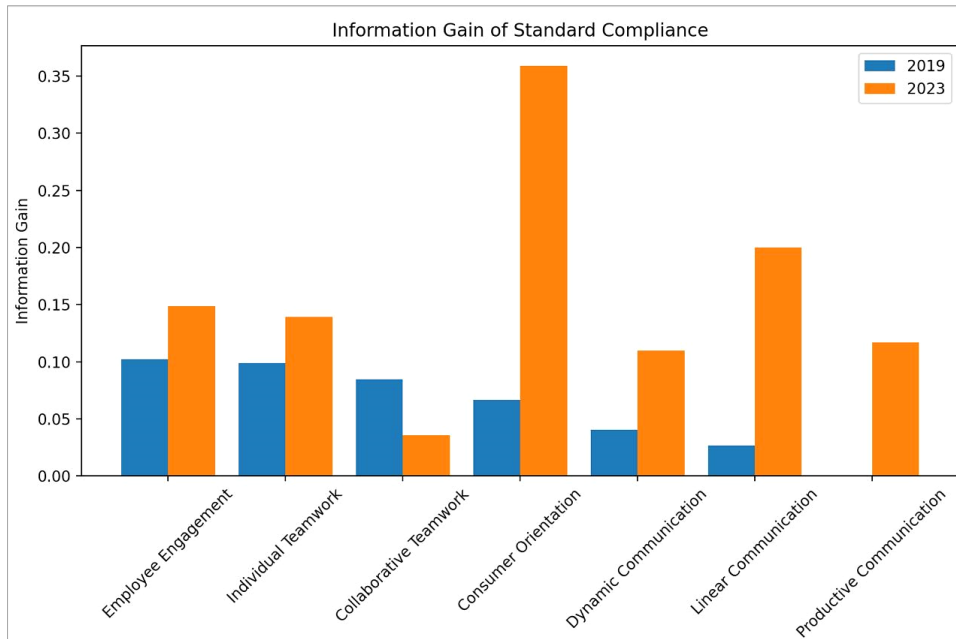
**Figure 3. Information Gain of Standard Compliance**

Before the COVID-19 pandemic, the variables with the greatest dependence on Compliance with Standards were Employee Engagement, Individual and Collaborative Teamwork. After the pandemic, the former two continued to prevail although to a lesser degree. However, they are displaced by Customer Orientation and Linear Communication. In the post-pandemic, Collaborative Teamwork is less dependent on Compliance with Standards (Figure 4).
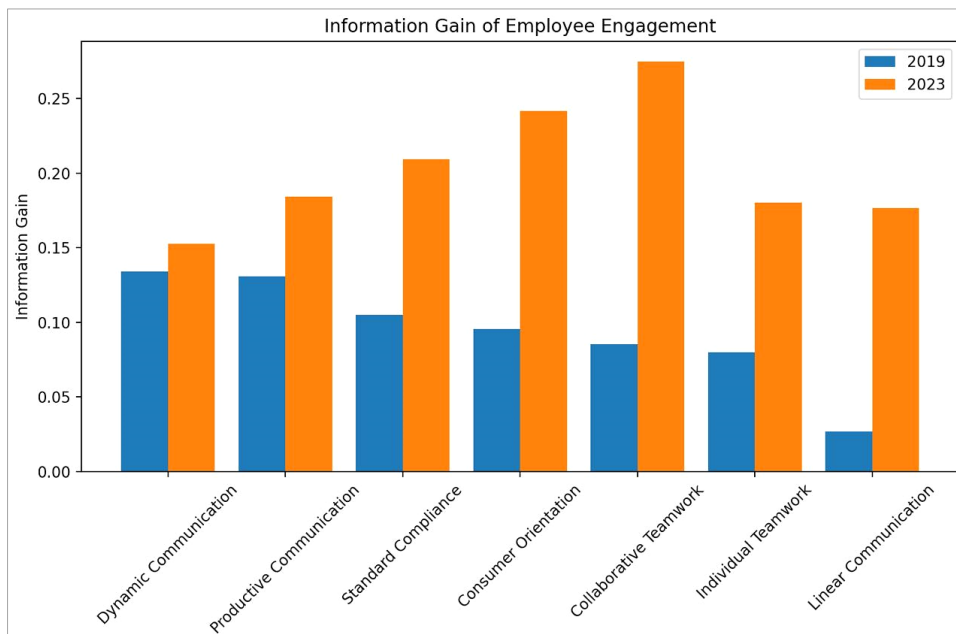
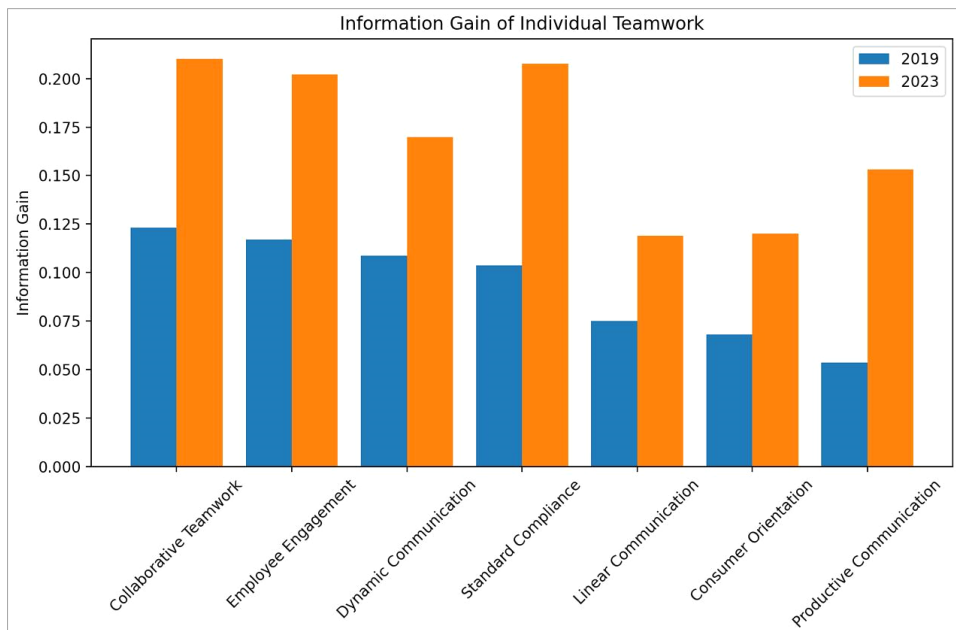**Figure 4. Information Gain of Employee Engagement**

Before and after the COVID-19 pandemic, Dynamic and Productive Communication continued to be relevant for Employee Engagement. Nonetheless, after the pandemic, Collaborative Teamwork, Customer Orientation, and Compliance with Standards became more relevant than the aforementioned variables (see Figure 4). Prior to COVID-19, it was necessary to have conceptual, procedural, and attitudinal competencies as entry barriers so that team members established the new members to accept them as part of the work team [7]. After COVID-19, it seems that, due to the

reduction in the number of employees, the work teams were forced to learn to work as a team during the progress. Finally, the growth of the Linear Communication variable after the pandemic is the greatest of all the variables compared to before the pandemic. This is relevant information if one considers that this type of communication provides clear, complete, and timely information [7, 48], and that in situations of uncertainty, it is a more difficult aspect to carry out. This demands the existence of guidelines and organizational principles, so decision-making positions can define strategies in changing scenarios. It is also necessary to make use of information and communication technologies to try to disseminate information in the shortest possible time and to all members of the organizational system.
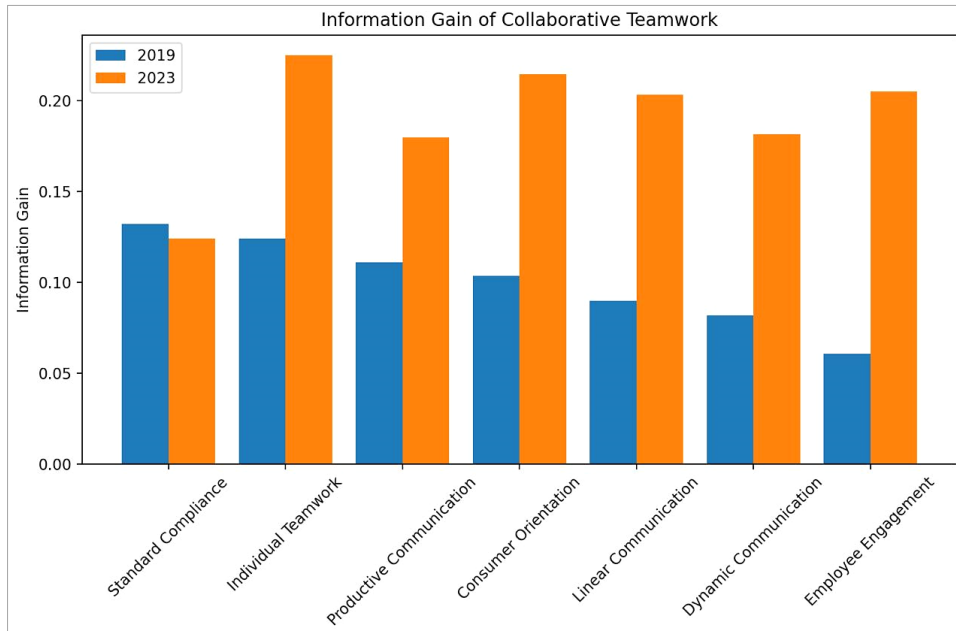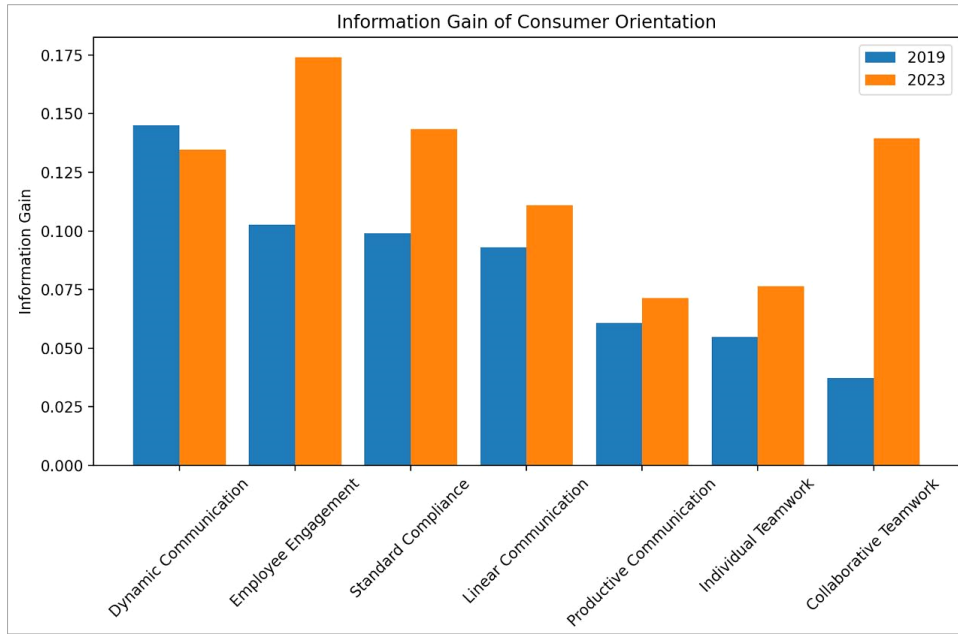

Figure 5. Information Gain of Collaborative Teamwork

After the pandemic, the data shows a general trend towards improved Information Gain in areas directly related to Individual Teamwork, Consumer Orientation, and Employee Engagement. In the post-pandemic, Standard Compliance is less dependent on Collaborative Teamwork (see Figure 5).


Figure 6. Information Gain of Individual Teamwork

Figure 6 shows how Collaborative Teamwork and Frontline Employee Engagement continue to be variables on which individual teamwork depends before and after the COVID-19 pandemic. Post-pandemic, Compliance with Standards, as well as Dynamic and Productive Communication have a greater dependency than pre-pandemic.

Figure 7. Information Gain of Consumer Orientation

The provided bar chart illustrates a substantial increase in Collaborative Teamwork, with Information Gain more than doubling between 2019 and 2023. The analysis reveals a positive trend in Information Gain across various aspects of consumer orientation (see Figure 7).

In the balanced dataset, compared to 2019, there is a lower rating in the communication areas in 2023, being more noticeable in the field of Linear Communication and Dynamic Communication (see Figure 8).
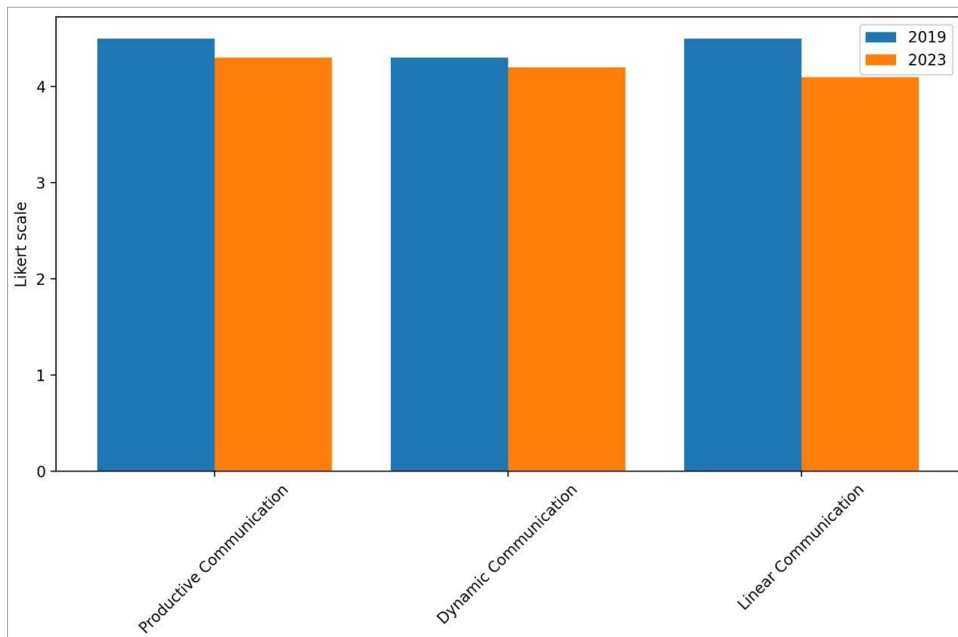
Figure 8. Linear, Dynamic and Productive Communication medias

In contrast to 2019, in 2023, there is a decrease in all areas related to frontline employees. The most significant change is the decrease of three percentage points in the engagement employees declare they have towards the organization (see Figure 9).

After the COVID-19 pandemic, there has been an increased perception among frontline employees of a hierarchical and clan-like organizational culture, as well as a decrease in market-oriented and adhocratic cultures, respectively. (Figure 10).
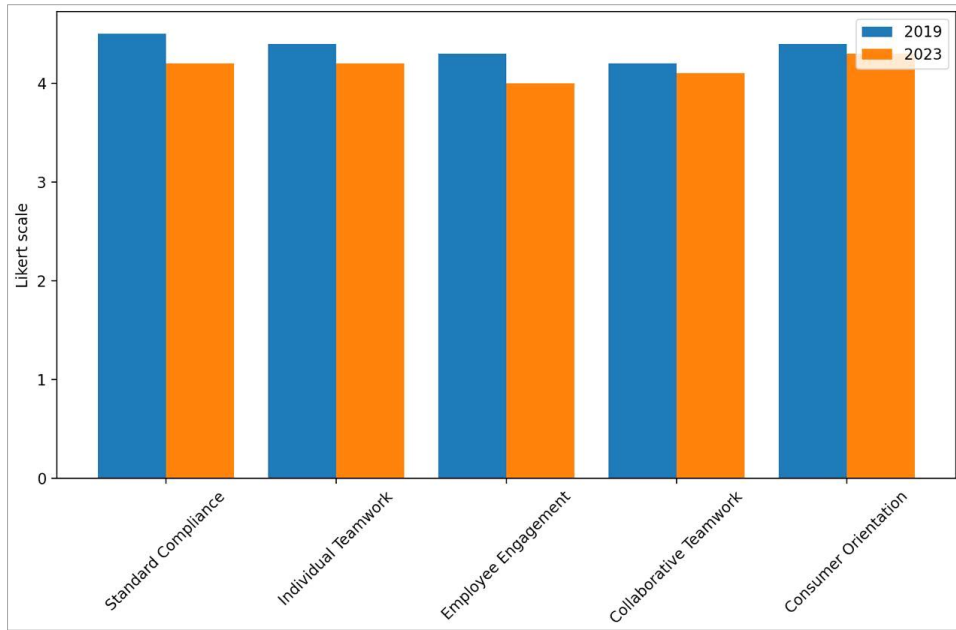
Figure 9. Frontline employees' engagement, teamwork, consumer orientation and standards compliance medias.
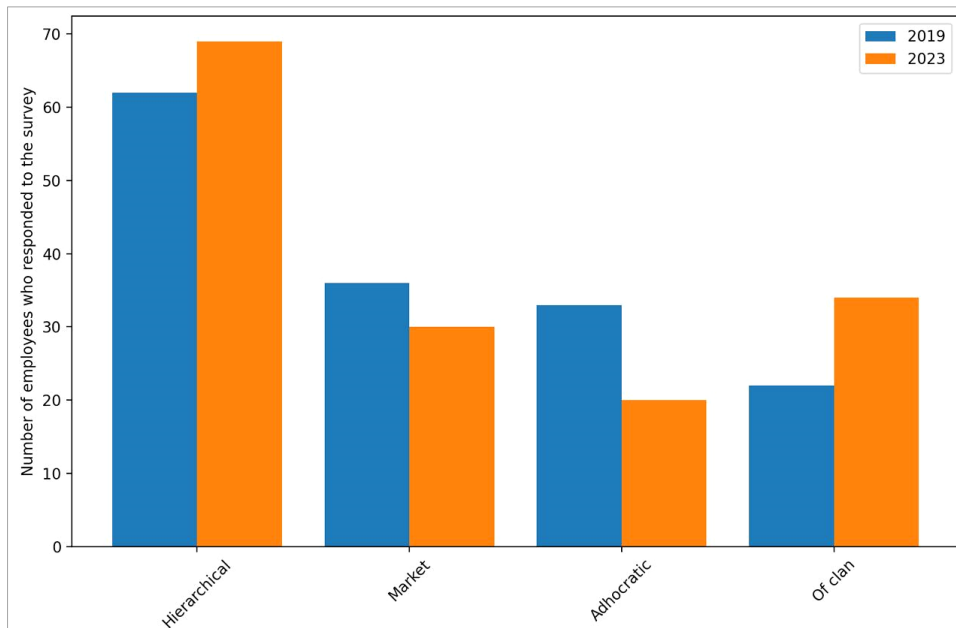

Figure 10. Organizational culture percentage of the sample

In terms of leadership, after the pandemic, there is a decrease in servant leadership style and an increase in transactional leadership style (see Table 7).

Table 7. Positions frontline employees' women percentage of the sample

Leadership Style	2019 N=149	2023 N=149	Percentage variation
Likes to work as a team, teaches by example, and the client is the most important thing (Servant Leadership)	36.2	20.4	15.8
Inspires, trains, and motivates the work team to achieve objectives (Transformational Leadership)	24.8	27.9	-3.1
Control everything about employees and seek to achieve the company's objectives (Transactional Leadership)	21.5	29.3	-7.8
Invites the work team to participate to achieve the objectives (Democratic leadership)	17.5	22.4	-4.9
Total	**100**	**100**	

The international literature review shows a gap in the current longitudinal studies regarding the impact of COVID-19 on the restaurant sector. In geographical terms, the Scopus database only carries one study located in Latin America, so this study contributes by showcasing the changes in the composition of the workforce of frontline employees. As well, it outlines evaluations in terms of communication, leadership, organizational culture, individual and collaborative teamwork, compliance with standards, belonging, and consumer orientation in the field of restaurants in a city in Mexico, before and after the pandemic.

In response to the objective of this research, the analysis carried out used algorithms to reveal changes in respect to the variables that meant better performance in 2019 and 2023 among the evaluated constructs of managers and frontline employees, respectively.

One of the findings of the study is that the impact of COVID-19 has been concentrated on the most vulnerable workers in developing countries [24]. The analyzed restaurant chain showed a decrease in the number of branches (10%) and the number of employees (34%). However, the decrease in the number of employees (34%) was not at the same level as the decrease in the number of branches (10%). So, the restaurant chain focused on not closing branches but not on maintaining the number of employees. Additionally, the post-pandemic workforce in the restaurant chain confirmed a decrease in the female workforce, which before COVID-19 constituted 59%, a similar figure to the 62% reported by INEGI (National Institute of Statistics and Geography) [20]. After COVID-19, it decreased to 56%, in line with what INEGI reports (55.8%) [17]. It should be noted that the INEGI figures refer to the total restaurant staff, while the figures from this research were specific information of frontline employees.

As reported by studies carried out in developing countries such as Indonesia [42] and India [27], in this study in Mexico, the organization focused on reducing operating costs. Since the COVID-19 pandemic, restaurants have restructured jobs by creating multitasking positions [34, 41] in the customer contact area focused on attending indispensable functions, such as charging (cashier), preparing drinks (bar), and setting up and clearing tables (waiter assistant). This is how the figure of multitasking emerged in cashier job positions that now additionally demands bar staff functions and even a third function as waiter assistant. Derived from the above, it is necessary to analyze the cost-benefit of having a lean structure focused on cost savings, which may have an impact on a decrease in the quality of customer service and the quality of life of the female frontline employees who perform these positions. An analysis of work positions highlights the use of feminine traits such as multitasking to be a cashier/bar staff and assistant waiter at the same time. As well, there is the fact that the positions of assistant manager and image manager were occupied by women before COVID-19 and later were hit the hardest after the pandemic, which means unfavorable conditions for women. Taking into account that 50% of women who work in the restaurant sector are the head of the family [15], which increases their degree of vulnerability.

Furthermore, it is necessary to conceptualize multitasking as a conceptual, procedural, and attitudinal competence, not only as the set of performing several tasks. Considering that a frontline employee interacts with service users, it is necessary not to oversaturate this type of employee with operational functions that can reduce the quality of care. Therefore, technology can be an ally that performs repetitive functions, so the frontline employee can focus on aspects that offer human value to service interactions such as emotions, empathy, personalization, kindness, and warmth.

The COVID-19 crisis has demanded and continues to demand from restaurants adaptation and creativity [42], empathy and agility [34], as well as resilience [23, 42, 43], favored by transformational leadership [42] and clan organizational culture [34]. However, in the restaurant chain of this study, employees claim to experience transactional leadership and a hierarchical organizational culture that is far from favoring adaptation, creativity, empathy, and agility, privileges authority, the line of command, and the status quo.

Another finding shows that restaurants were affected, depending on the type of market they focused on. Four years after the COVID-19 pandemic began, the restaurants with the greatest decrease in the number of employees were located in industrial parks and in the automotive sector. A possible explanation is the boom of food delivery applications promoted during the pandemic. However, this represents a decrease in the level of tips provided to frontline restaurant staff, which in many cases represents a level of income greater than their base salary. In fact, the study shows that, in 2019, only 8% of frontline employees considered tipping as a way to obtain additional income to compensate for their salary; in 2023, this perception is shared by 20% of employees.

Meanwhile, restaurants in the tourism sector have managed to maintain their number of employees, and restaurants in shopping areas even present a slight increase in the number of employees. Thus, food delivery applications are meant for consuming food in a practical form. There are restaurants to enjoy food in an inviting atmosphere, where customers can pause and delight in a plethora of emotions.

5- Conclusions

The COVID-19 pandemic led to closures of units, staffing reductions, elimination of positions, structural changes in work teams, and the creation of multifunctional positions in Mexican restaurants. The literature suggests that once the business ecosystem stabilized after the pandemic, operations would return to pre-pandemic norms. However, the data collected during the summer of 2023 identifies practices such as multitasking and workforce reduction that emerged during the recovery phase that are still ongoing. Thus, since the COVID-19 pandemic, frontline employees have been compelled to exert double physical and psychological effort due to the existence of multifunctional roles, increased working hours [30], workforce reductions, as well as new sanitization and social distancing procedures to maintain diner guests' confidence.

In the post-pandemic stage, a greater dependence was observed between the manager and frontline employee variables with respect to the target variables analyzed, except for collaborative teamwork in relation to compliance with standards. One possible explanation is that, in the face of the COVID-19 pandemic, the pressure to comply with service standards could be perceived as a move towards individual accountability and ownership of compliance responsibilities, which meant a decreased emphasis on collaborative teamwork. However, after COVID-19, collaborative teamwork becomes the primary drive of frontline employee engagement, which in turn has the strongest influence on customer orientation. In this context, it seems that the communication strategies of the analyzed restaurant chain have focused on disseminating information related to compliance and adherence to standards only under a functional approach oriented to operational efficiency. It is necessary to reassess the holistic and integrating nature of communication beyond the informative function; communication creates participatory communities that promote the continuous improvement of the organization, as well as each of its members, oriented towards social well-being. Additionally, it is necessary to delve into the impact multifunctional positions have in terms of collaborative teamwork, employee belonging, and customer orientation. While there have been positive developments in understanding the role of collaborative teamwork and consumer orientation in Employee Engagement, other areas such as Dynamic and Productive Communication require attention and reevaluation. Organizations should adopt a multifaceted approach that considers the evolving workplace dynamics. As well as leverage data-driven insights to build a comprehensive and effective Employee Engagement strategy, that addresses various factors impacting engagement, including communication, collaboration, individual needs, and alignment with organizational goals.

In this context, the Employee Engagement of frontline employees after the pandemic gains organizational relevance due to the pressure to retain qualified personnel. This is because there is a need for individuals to fill multifunctional roles, work with smaller team sizes, and even with fewer statutory benefits compared to the workforce that once enjoyed more attractive retirement schemes.

Through the application of the Information Gain algorithm, it is observed how frontline employee engagement remains an important factor and how Dynamic and Productive Communication trails behind variables related to horizontal communication (employee-employee). It also concludes that productive communication is necessary to embrace digital technology through cross-disciplinary adoption skills [36], meaning a deeper and more active integration of communication is required. Before COVID-19, restaurants prioritized standardizing operations and processes [8, 40]; currently, there is an added technological component, along with the need for communication and interconnection between technology and humans [37].

Additionally, the study confirms that there is a negative impact of COVID-19 regarding positions held by women, primarily in two situations:

1. Disappearance of the sub-manager positions predominantly occupied by women before the pandemic.

2. Female frontline employees no longer only perform as a cashier, hostess, waitress, or assistant waiter, but now are also responsible for performing all these functions simultaneously. It gives rise to multifunctional positions.

As a result, pre-pandemic, unlike post-pandemic, has an increase in the proportion of employees who perceive the restaurant manager as exercising autocratic leadership. A possible explanation is the implementation of cost-cutting measures such as reducing the workforce, implementing multifunctional roles, and decreasing restaurant capacity. Which results in lower tip income for frontline employees, negatively impacting their perception of the leadership of their manager, as they are responsible for applying these measures.

Finally, given the less severe impact of COVID-19 on restaurants catering to tourists, leisure, or entertainment audiences, it is necessary to conceptualize restaurants. It is necessary to conceptualize restaurants within the area of hospitality as spaces of enjoyment, coexistence, and embracement, where the people who serve them are a central element in these meetings and interactions. Therefore, restaurants must balance the search for productivity and the need to generate an interaction that transcends the practical level and affects the emotional level. This reconceptualization requires taking place from each of the members of the so-called restaurant system, which includes employees, diner guests, managers, owners, associations, and suppliers, to name a few. In order for practicality and convenience to not diminish the potential of restaurants as places of hospitality, reception, and embracement, it is necessary to value the service and attention frontline employees offer to diner guests. Currently in Mexico, diner guests pay for their services through a tip that is left to their discretion. It is therefore a reconceptualization in procedural and attitudinal terms of the aforementioned audiences.

5-1- Limitations and Future Research Directions

This study has a series of limitations. The first is that it only considered studies from the Scopus database; a more exhaustive exploration could consider Google Scholar publications. The second is that it only focused on one restaurant chain, although it offers a comparison of before and after the pandemic.

In accordance with the theoretical discussions in this article, it recognizes the need to validate the results of this study with other restaurant chains both in Mexico and other developing countries. Second, a qualitative study that explores the existing changes in Linear, Dynamic and Productive Communication, based on the necessity to strengthen the communication, leadership, and organizational culture processes, to consider the point of view of frontline employees, and to improve the organization in procedural and relational terms. Third, given the characteristics of volatility, uncertainty, and change, we invite research to study the impact of crises on the most vulnerable sectors of the population that work in the field of hospitality to raise awareness among companies of their social responsibility with their collaborators. As well as propose public policies aimed at regulating the labor changes that are taking place in response to crises.

6- Declarations

6-1- Author Contributions

Conceptualization, M.D.L.G.; methodology, M.D.L.G.; software, F.R.L.; validation, M.D.L.G., F.R.L., and G.R.O.; formal analysis, M.D.L.G., F.R.L., and G.R.O.; investigation, M.D.L.G.; resources, M.D.L.G., F.R.L., and G.R.O.; data curation, M.D.L.G. and F.R.L.; writing—original draft preparation, M.D.L.G. and G.R.O.; writing—review and editing, M.D.L.G., F.R.L., and G.R.O; visualization, M.D.L.G. and F.R.L; supervision, M.D.L.G.; project administration, M.D.L.G.; funding acquisition, M.D.L.G., F.R.L., and G.R.O. All authors have read and agreed to the published version of the manuscript.

6-2- Data Availability Statement

The data presented in this study are available on request from the corresponding author.

6-4- Institutional Review Board Statement

Not applicable.

6-5- Informed Consent Statement

Informed consent was obtained from all subjects involved in the study.

6-6- Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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Appendix I: Frontline Employee Questionnaire

Good day. I am conducting academic research. The information collected is with the objective of knowing the opinion of managers regarding their way of working and that of restaurant service employees. The questionnaire lasts 10 minutes. All your responses are anonymous and confidential. I thank you in advance for your valuable support.

Section I. Personal Data

Instructions: Circle the answer number that corresponds to your personal information.

1. Age:

18-22 years…1	23-29 years…2	30-39 years…3	40-49 years…4	50-59 years…5	More than 60 years…6

2. Gender:

Man…1	Woman…2

3. Seniority in the organization:

Less than 1 year…1	1 to 3 years…2	4 to 6 years…3	7 to 9 years…4	10 to 15 years…5	More than 15 years…6

4. Years of experience in the restaurant field:

Less than 1 year…1	1 to 3 years…2	4 to 6 years…3	7 to 9 years…4	10 to 15 years…5	More than 15 years…6

5. Origin:

Puebla capital…1	Interior of the state of Puebla …2	Oaxaca…3	Chiapas…4	Veracruz…5	México City…6	Mexico state …7	Another State…8

6. Schooling:

Primary …1	Secondary…2	High School…3	Technical career …4	Degree …5	Postgraduate…6

7. Position:

Host …1	Hostess …2	Cashier …3	Host Assistant …4	Bar …5	Babysitter …6	Valet parking…7	Manager …8	Sub Manager …9

Section II. Branch Details

Instructions: Circle the number of the answer that corresponds to the place where you work

8. Branch to which it belongs:

Antequera…1	Highway …2	FINSA…3	Huejotzingo…4	Huejotzingo 2…5	Loreto…6
Mirador…7	Periplaza…8	Portales…9	Cruz del Sur…10	Niño poblano…11	San Sebastián…12

9. Which of these characteristics are most experienced in the place where you work?

Control is maintained through rules, specialized work and corporate decisions.	1
The most important thing is to fulfill the functions and be the best on the market	2
It's like a family where everyone participates	3
Adapts to the changes that exist today	4

10. How many training courses per year do you receive from the restaurant to improve the service you provide?

None	1
1 course a week	2
1 course every fifteen days	3
1 course every month	4
1 to 2 courses every year	5
3 to 4 courses every year	6
5 to 6 courses every year	7
More than 6 courses every year	8

Section III. Management Performance

Instructions: For the following questions, indicate the frequency with which the manager applies each of the following aspects. Mark an x in the column that corresponds to the assigned frequency.

Manager	1 Never	2 Hardly ever	3 Sometimes	4 Almost always	5 Always
11 He has clearly informed me what I should do in the restaurant					
12 The communication you have with me influences me					
13 You are able to support me in providing excellent customer service					
14 If there is a problem at work, talk to me to solve it					
15 Talk to me about my work					
16 It motivates me to express my ideas, my questions, my doubts about work					
17 You have full control of my activities at work					
18 Maintains good working relations with me					
19 Encourages me to be part of a work team so that I get involved, participate and make improvement proposals					
20 He is a person committed to his work					
21 Promotes cooperation in work activities for the benefit of the entire work team					
22 Trust in the commitment that employees have towards him					
23 Identifies with the institutional philosophy (mission, vision, values) of the restaurant					
24 Tells me what I do well and what I do wrong at work					
25 He likes working in the restaurant					
26 Do what you say					
27 Inspires me confidence					
28 Take time to evaluate my work					
29 Motivates me to do my job well					
30 When I make a special request, for example a permit, he tries to put himself in my place					
31 Makes it possible to get things done at work					
32 The degree to which it tells me the rules so that I can serve the client					

Instructions: Circle the number of the answer that best corresponds to your opinion. Select only ONE answer

33. Based on what the manager does daily, what do you consider to be the most important part of his or her job?

Achieve sales goals …1
Comply with company policies …2
Inspire the work team …3
Form a good work team …4
Encourage staff participation …5

34. What is the main way that the manager invites me to participate within the organization?

He asks me what can be improved in the organization. …1
Listen to what I think can be improved in the organization …2
It gives me responsibility to make decisions when I serve the client. …3
Assigns me a responsibility …4
It motivates me that if the client asks for something, I do everything possible to fulfill it. …5

35. According to what do you assign me responsibilities at work?

To the position profile …1
To the amount of work there is …2
To the skills and abilities of the employee …3
To the experience that the manager has had in other jobs …4

36. What is the way the manager makes decisions in the branch?

| Using your personal and professional experience …1 |
| Listening to the opinions of branch employees …2 |
| Taking into account the branch employees …3 |
| Following company guidelines …4 |
| Taking the customer as the most important thing …5 |

37. Which of these behaviors does the manager primarily engage in?

| Control everything about employees and seek to achieve the company's objectives …1 |
| Invite the team to participate in the restaurant's decisions and in reaching the objectives …2 |
| Inspires, trains and motivates the work team to achieve objectives …3 |
| He likes to work as a team, he teaches by example and the client is the most important thing. …4 |

38. For the manager, employee development is:

| Employee Responsibility …1 |
| Manager Responsibility …2 |
| An opportunity for both the manager and the employee |

Section IV: As Service Personnel

Instructions: For the following questions related to the frequency in which service personnel carry out the following aspects, indicate the degree to which it is fulfilled. Mark an x in the column that corresponds to the assigned frequency.

AS SERVICE PERSONNEL …	1 Never	2 Hardly ever	3 Sometimes	4 Almost Always	5 Always
33. I feel part of the group of people I work with					
34. I like working in the organization					
35. I identify with the values that the organization establishes in its mission and vision					
36. I master the tasks that correspond to my job					
37. I coordinate with colleagues to carry out group tasks					
38. I know how to work collaboratively as a team					
39. I have trust with the members of the service staff					
40. I know how to listen to other members of the service staff					
41. Cumplo las responsabilidades que me son asignadas					
42. I achieve the goals assigned to me					
43. The times in which I respond to customer requests are appropriate					
44. I follow the care process established by the organization					
45. I manage the service phraseology established by the organization					
46. I have the appearance and presentation requested by the organization					
47. I like dealing with the consumer					
48. I have sufficient training to provide the consumer with excellent service					
49. I have the necessary skills to provide the consumer with excellent service					
50. My work is valued by the organization					
51. The level of teamwork that occurs between us as service personnel is fair					
52. We have understanding among fellow service personnel					
53. We, the members of the service staff, have respect for each other					
54. We consider the client's well-being as a priority					
55. I have initiative to address particular consumer situations					
56. I contribute to creating a valuable consumer experience					
57. I have a commitment to the branch manager					
58. I identify with the institutional philosophy (mission, vision, values) of the restaurant					
59. I carry out sales work with the client					
60. I am qualified to carry out sales work					

Instructions: Circle the number of the answer that best corresponds to your opinion. Select only ONE answer.

61. The way in which we as a work team make agreements is:

Taking the opinion of all the members …1
Agreeing with what the majority says …2
No agreements are made, the manager decides …3
Inspired by what one person on the team proposes …4
Considering what benefits the majority of the group …5

62. In a conflict situation, the way that most closely matches the way the service team acts

We use authority to resolve the conflict …1
We talk to resolve the conflict …2
We do what the company has as policy in those situations. …3

63. Mainly, which of these values do I put into practice in this restaurant?

Passion …1
Integrity …2
Warmth …3
Creativity…4
Punctuality …5
Respect …6
Attitude …7
Family…8

64. The most important thing for me as service personnel is:

Deliver the customer's dishes in a timely manner …1
Carry out sales of dishes, drinks, desserts, coffee …2
Be friendly to the customer …3
Establish a connection with the client …4
Provide personalized attention to each client …5
Take care of the presentation of physical aspects: furniture, letters, personal presentation …6

65. In what situations do I seek to know the client's tastes to serve them in the best way?

When I think you can tip …1
When there are not so many consumers, and I have time to do it …2
When the client inspires trust
When they are frequent customers …4
When they are new clients …5
I do not know how to do it …6
I don't like doing it, I feel like I invade the consumer's privacy. …7
At all times I seek to know the client's preferences …8

66. I offer different treatment to clients because:

Your way of dressing …1
Your appearance …2
Your age …3
His way of being …4
I treat everyone equally …5

67. The treatment I offer to the client is:

Warm …1
Gentle …2
Fast …3
Respectful …4
Efficient …5
A personalized treatment …6
Focused on fulfilling what the client requests …7

68. What does the client value most about the work I offer?

The warmth …1
Kindness …2
The speed …3
Respect …4
The efficiency …5
The personal treatment …6
The focus on fulfilling what the client asks of you …7

69. The tips that the client gives me are:

Recognition of excellent service …1
Thanks for the service offered …2
An obligation of the client …3
A way to earn additional income …4
A way to compensate for the salary I receive …5

Thanks for Your Participation!