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Annexure A: Ethical Clearance



**FACULTY RESEARCH AND INNOVATION COMMITTEE
FACULTY OF MANAGEMENT SCIENCES
RESEARCH ETHICS APPROVAL LETTER**

Date: 8 September 2022

This is to confirm that:

Applicant's Name	PM Sentso
Supervisors' Name[s] for Student Project (where applicable)	Prof D Kokt
Level of Qualification for Student Project (where applicable)	Master's in management sciences in Human Resource Management
Title of Research Project	The impact of the cultural intelligence of service staff on the service delivery experiences of customers at casual dining restaurants in Bloemfontein

Ethical clearance has been provided by the Faculty Research and Innovation Committee in view of the CUT Research Ethics and Integrity Framework, 2016, with reference number **FMSEC07/19**.

The following special conditions were set:

None

Specific conditions

The following specific conditions apply:

1. __NA__

2. __NA__

3. __NA__

We wish you success with your research project.

Professor P Rambe
Deputy FRIC Chairperson



Annexure B: Letter of request



REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT CASUAL DINING RESTAURANT

Dear Owner/Manager

My name is Puseletso Mary Sentso. I am a master's student in Human Resource Management at the Central University of Technology Free State. I am conducting a survey on the impact of the cultural intelligence of service staff on the service delivery experiences of customers at casual dining restaurants in Bloemfontein, Free State. At this stage, I am collecting data from customers at casual dining restaurants in Bloemfontein. This study is supervised by Prof Koko.

I am hereby seeking your consent to approach several customers at your restaurant to participate in this project. Customers' responses to this questionnaire are voluntarily and would be treated with strict confidentiality. The questionnaires will be filled anonymously, and the responses will be reported in an aggregate form. This survey will take approximately 5-10 minutes. I notably appreciate your assistance.

Yours faithfully Puseletso

Mary Sentso

Prof Deseré Koko (Main supervisor) 0827756840

koko@cut.ac.za

Annexure C: Cultural intelligence and service delivery questionnaire



This questionnaire relates to employees' level of cultural intelligence in service delivery experience of customers. The completion of the questionnaire is anonymous and your willingness to assist is highly appreciated.

SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS
--

Please indicate your response by making an X.

1. Please provide your racial group by ticking an X in the appropriate box.

African	
Asian	
Coloured	
Indian	
White	
Other	

2. Please indicate your age by ticking an X in the appropriate box.

Under 21	
21-40	
41-60	
Older than 60	

3. Please indicate your gender.

1.	Female
2.	Male

**SECTION B: CULTURAL
INTELLIGENCE**

Please indicate your level of agreement with the following statements by ticking X in the appropriate box.

For the sake of this questionnaire service staff refers to all individuals that serve you at the restaurant – including managers and waitrons.

4. Meta-cognitive component

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
4.1	Service staff are conscious of the cultural knowledge they use when interacting with customers from different cultural backgrounds.	1	2	3	4	5	6	7
4.2	Service staff adjust their cultural knowledge as they interact with customers from a culture that is unfamiliar to their own.	1	2	3	4	5	6	7
4.3	Service staff are displaying a positive attitude when interacting with culturally diverse customers.	1	2	3	4	5	6	7
4.4	Service staff are conscious of the cultural knowledge they apply to cross-cultural interaction.	1	2	3	4	5	6	7
4.5	Service staff generally have good interpersonal skills.	1	2	3	4	5	6	7
4.6	Service staff check the accuracy of their cultural knowledge as they interact with customers from different cultures.	1	2	3	4	5	6	7

5. Cognitive component

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
5.1	Service staff display knowledge of the legal and economic systems of other cultures.	1	2	3	4	5	6	7
5.2	Service staff know the rules (e.g., vocabulary, grammar) of other languages which customers use.	1	2	3	4	5	6	7
5.3	Service staff understand the non-verbal behaviour of culturally diverse customers.	1	2	3	4	5	6	7
5.4	Service staff have the ability to listen to the needs of culturally diverse customers.	1	2	3	4	5	6	7

6. Motivational component

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
6.1	Service staff are comfortable to serve diverse groups of customers.	1	2	3	4	5	6	7
6.2	Service staff are sure that they can deal with the stresses of adjusting to a culture that is new to them.	1	2	3	4	5	6	7
6.3	Service staff are confident to serve customers from cultures different from their own.	1	2	3	4	5	6	7
6.4	Service staff generally enjoy interacting with culturally diverse customers.	1	2	3	4	5	6	7

6.5	Service staff are confident that they can get accustomed to dealing with customers in cultures different from their own.	1	2	3	4	5	6	7
6.6	Service staff generally have the ability to juggle multiple needs of culturally diverse customers.	1	2	3	4	5	6	7

7. Behavioural component

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
7.1	Service staff change their verbal behaviour (e.g., accent, tone) when a cross-cultural interaction requires it.	1	2	3	4	5	6	7
7.2	Service staff use pauses and silence differently to suit different cross-cultural situations.	1	2	3	4	5	6	7
7.3	Service staff change their non-verbal behaviour to	1	2	3	4	5	6	7
	understand customers' needs.							
7.4	Service staff vary their rate of speaking when a cross-cultural situation requires it.	1	2	3	4	5	6	7
7.5	Service staff know and understand what is expected from them.	1	2	3	4	5	6	7

**SECTION C: SERVICE
DELIVERY**

8. Please indicate your level of agreement with the following statements by ticking X in the appropriate box.

Tangibles

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
8.1	The restaurant has modern-looking equipment.	1	2	3	4	5	6	7
8.2	The physical facilities are visually appealing.	1	2	3	4	5	6	7
8.3	Service staff are neat appearing.	1	2	3	4	5	6	7
8.4	Materials associated with the service are visually appealing.	1	2	3	4	5	6	7

9. Reliability

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
9.1	Service staff generally meet their promised timeframes for responses to customers.	1	2	3	4	5	6	7
9.2	Service staff are sympathetic and reassuring when the customers experience problems.	1	2	3	4	5	6	7
9.3	The restaurant performs the service right the first time.	1	2	3	4	5	6	7

9.4	Service staff are quick and efficient in-service delivery.	1	2	3	4	5	6	7
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10. Responsiveness

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
10.1	Service staff adequately inform customers when services will be performed.	1	2	3	4	5	6	7
10.2	Service staff provide prompt service.	1	2	3	4	5	6	7
10.3	Service staff are willing to help customers.	1	2	3	4	5	6	7
10.4	Service staff are never too busy to respond to customers' requests.	1	2	3	4	5	6	7

11. Assurance

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
11.1	The behaviour of service staff instill confidence in customers.	1	2	3	4	5	6	7
11.2	Customers feel safe in their transactions.	1	2	3	4	5	6	7
11.3	Service staff are consistently courteous.	1	2	3	4	5	6	7
11.4	Service staff have sufficient knowledge to answer customers' enquiries about the offerings and operations.	1	2	3	4	5	6	7

12. Empathy

		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
12.1	Service staff give individual attention to the customer.	1	2	3	4	5	6	7
12.2	Service staff give personal attention to customers.	1	2	3	4	5	6	7
12.3	Service staff understand specific needs of their customers.	1	2	3	4	5	6	7
12.4	Service staff have the best interests of customers at heart.	1	2	3	4	5	6	7
12.5	Service staff give each customer individualised attention.	1	2	3	4	5	6	7

Thank you for your time and participation!!!!

Annexure D: Codebook of construct items

CULTURAL INTELLIGENCE	
Metacognitive component	
MCG1	Service staff are conscious of the cultural knowledge they use when interacting with customers with different cultural backgrounds.
MCG2	Service staff adjust their cultural knowledge as they interact with customers from a culture that is unfamiliar to their own.
MCG3	Service staff are displaying a positive attitude when interacting with culturally diverse customers.
MCG4	Service staff are conscious of the cultural knowledge they apply to cross-cultural interaction.
MCG5	Service staff generally have good interpersonal skills.
MCG6	Service staff check the accuracy of their cultural knowledge as they interact with customers from different cultures.
Cognitive component	
COG1	Service staff display knowledge of the legal and economic systems of other cultures.
COG2	Service staff know the rules (e.g., vocabulary, grammar) of other languages which customers use.
COG3	Service staff understand the non-verbal behaviours of culturally diverse customers.
COG4	Service staff have the ability listen to the needs of culturally diverse customers.
Motivational component	
MOT1	Service staff are comfortable to serve diverse groups of customers.
MOT2	Service staff are sure that they can deal with the stresses of adjusting to a culture that is new to them.
MOT3	Service staff are confident to serve customers from cultures different from their own.
MOT4	Service staff generally enjoy interacting with culturally diverse customers.
MOT5	Service staff are confident that they can get accustomed to dealing with customers in cultures different from their own.

MOT6	Service staff generally have the ability to juggle multiple needs of culturally diverse customers.
Behavioural component	
BEH1	Service staff change their verbal behaviour (e.g., accent, tone) when a cross-cultural interaction requires it.
BEH2	Service staff use pauses and silence differently to suit different cross-cultural situations.
BEH3	Service staff change their non-verbal behaviour to understand customers' needs.
BEH4	Service staff vary their rate of speaking when a cross-cultural situation requires it.
BEH5	Service staff know and understand what is expected from them.
SERVICE DELIVERY	
Tangibles	
TAN1	The restaurant has modern-looking equipment.
TAN2	The physical facilities are visually appealing.
TAN3	Service staff are neat appearing.
TAN4	Materials associated with the service are visually appealing.
Reliability	
REL1	Service staff generally meet their promised timeframes for responses to customers.
REL2	When a customer has a problem, service staff show a sincere interest in solving it.
REL3	Service staff perform the service right the first time.
REL4	Services are provided by service staff at the time they promised to do so.
REL5	Service staff keep accurate records.
Responsiveness	
RES1	Service staff adequately inform customers when services will be performed.
RES2	Service staff provide prompt service.
RES3	Service staff are willing to help customers.
RES4	Service staff are never too busy to respond to customers' requests.

Assurance	
ASS1	The behaviour of service staff instils confidence in customers.
ASS2	Customers feel safe in their transactions.
ASS3	Employees are consistently courteous.
ASS4	Service staff have sufficient knowledge to answer customers' enquiries about the offerings and operations.
Empathy	
EMP1	Service staff give individual attention to the customer.
EMP2	Service staff give personal attention to customers.
EMP3	Service staff understand specific needs of their customers.
EMP4	Service staff have the best interests of customers at heart.

Annexure E: Normality assessment – Shapiro-Wilk

	Shapiro-Wilk		
	Statistic	df	Sig.
COG1	.931	345	.000
COG2	.934	345	.000
COG3	.929	345	.000
COG4	.908	345	.000
MOT1	.921	345	.000
MOT2	.927	345	.000
MOT3	.923	345	.000
MOT4	.936	345	.000
MOT5	.930	345	.000
MOT6	.926	345	.000
BEH1	.915	345	.000
BEH2	.917	345	.000
BEH3	.908	345	.000
BEH4	.924	345	.000
BEH5	.899	345	.000
TAN1	.805	345	.000
TAN2	.795	345	.000
TAN3	.797	345	.000
TAN4	.792	345	.000
REL1	.752	345	.000
REL2	.769	345	.000
REL3	.736	345	.000
REL4	.749	345	.000
REL5	.750	345	.000
RES1	.739	345	.000
RES2	.734	345	.000
RES3	.806	345	.000
RES4	.761	345	.000
ASS1	.735	345	.000
ASS2	.798	345	.000
ASS3	.790	345	.000
ASS4	.760	345	.000
EMP1	.724	345	.000
EMP2	.762	345	.000
EMP3	.764	345	.000
EMP4	.784	345	.000

PM Sentso - Master's (7)

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