Service Innovation in Hospitality Human Resource Management Website

Service Concept of Searching Creative Chef

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Abstract — **Service innovation for searching creative chef has become an issue of hospitality human resource management (HRM) website. Creative Chef has been the key of competitive advantage not only for culinary industry but also for hospitality HRM website. The purpose of this research is to explore chef's creativity for the service innovation of hospitality HRM website. Qualitative method was conducted to reveal the origin of chef's creativity. The Result shows that model of personal characteristics and environmental factors can help to identify creative chef for hospitality HRM website and culinary industry.**

Keywords- service innovation; hospitality; creativity; chef; human resource management website

I. INTRODUCTION

Human Resource Management (HRM) website have been blooming because the needs of human capital and the development of information technology. In terms of competitive reason, HRM website is moving to different market segmentation like hospitality industry. However service innovation is still needed to provide to culinary customers for sustainable advantage. The introduction of hard, soft, or hybrid technologies into service innovation is the beginning of the industrialization of service. First of all, to increase the volume of service to a magnitude sufficient to achieve efficiency and to employ systems and technologies which produce reliable, rapid and low-cost service results [1]. The key is to detect the real needs of customers and provide the right service content. This research has explored the needs of searching for creative chef for culinary industry in hospitality HRM website for differential competitive advantage.

Chefs are the soul of the restaurant, who like culinary magicians and create culinary artwork to surprise customers' palate. Moreover, to create the culinary masterpiece, chefs are required to have skills, techniques, and the sense of creativity. Skills and techniques can be observed and examined from chefs' expertise and experiences; however, creativity is difficult to measure by any tools and equipments.

On the other hand, creativity involves the production of new dishes, or idea that can be implemented to present better and tastier dishes. Restaurants are eager to have creative chefs to attract more customers to make more profit. The scheme of searching creative chef has become an issue of hospitality HRM website. Thus, the authors have explore the origin of chef's creativity for the service innovation of HRM website.

II. SERVICE INNOVATION IN HOSPITALITY HRM WEBSITE

The term service innovation has been defined as the whole process from idea to specification [2] [3]. Service innovation has also been defined in a number of ways from a narrow view of being concerned with the "idea generation" portion of the new service development process [4] to the whole process of service development [5]. A scheme of searching creative chef in website can provide service innovation to culinary industry. In the area of service science [6], this research will be located in the field of aesthetics of service which is rather abstract. However, it is also hoping to be able to combine with practical computer technology in building up a scheme in HRM website in order to discover more culinary talents and assist for future growth of culinary industry.

1. Service Innovation for Searching Creative Chef

One feature to most of the research on service innovation is the service concept. The service concept is a central component in designing service [7]. The service concept of design a scheme for searching creative chef needs to reveal the mystery of chef's creativity. One interesting question is whether the web services in searching creative chef can provide any value or not? Well, obviously the answer is yes, because hospitality HRM website could provide this service innovation to the hidden needs of culinary industry. HRM website follows the trend of marketing segmentation to specific industries. For example, Hospitality HRM websites were operated as the agency of the strategic HRM

of hospitality industries. In order to be distinguished from the other HRM websites, moreover, creativity could be the key of sustain competitive advantage.

The best strategy to become a "first rate" chef in a cuisine is his/her creativity [8]. Hence, it has been also suggested that creativity must be the number one goal of human resource in culinary industry [9]. As a result, with rising trends of creativity in culinary segment, it has been bringing to the attention that chefs are involving more than cooking. They are required to have ability to ignite their creativity, to meet the market demand, and to incorporate their skills and aesthetic into arts. Creativity and innovation in culinary sector is become more competitive because creativity and innovation can help restaurants to keep high portfolio and also long-term competitive advantages [10]. Most of menu makers are concentrating on discovering innovative way to fill their customers' desire for value above all else. Mumford and Simonton [11] point out that "creativity and innovation" include the development of new technologies, the rate of technological change, and the emergence of global competition". Creativity is the production of novel and useful ideas in any domain [12]. Moreover, they also define "innovation as the successful implementation of creative ideas within an organization". However, only the myth of chef's creativity can be reveal, it's easy to design a web service innovation in hospitality HRM website for culinary to search creative chef. This research has explore the origin of chef's creativity via two major factors, which are the personal characteristic and the influence of environment.

2. Creativity from personal characteristic

Claxton, Edwareds and Scale-Constantinou [13] grouped the character of creativity into the acronym CREATE: curiosity, resilience, experimenting, attentiveness, thoughtfulness, and environment setting. Maslow expresses self-actualized persons are rather flexible and tolerant independent which has positive relation with creativity [14]. Furthermore, many researchers also have similar reviews evidence of personal characteristic and creativity. For example, devotion to work, independence, drive from originality and flexibility [15]. Therefore, this research applied personal characteristic of CREATES (curiosity, resilience, experimenting, attentiveness, thoughtfulness, environment setting and self-actualization) to analysis participants' character of creativity factors.

3. Creativity Influence by Environment

In terms of culture influence, people with distinctive backgrounds or cultures show differences in terms of the need for an expression of creativity and may be motivated to be creative by diverse environmental stimulants [16] [17]. In terms of economics influence, United Nations Educational, Scientific and Cultural Organization (UNESCO) states creativity is an important part of human culture which can be present in different ways by industrial process and global marketing to duplicate and promote its creation to be a part of living style [18]. In terms of society influence, creativity has been focused on intelligence and personality, problem solving, and how creativity can be taught in school. Thus, there has been substantial general interest in training individuals for increased creativity [19]. Wong and Pang [16] found that hotel managers and supervisors agreed that training and development was the most important factor that could most motivate staff to be creative. As well as this, it should be possible to teach or train many aspects of creative thinking in the same ways as educating to read and to do arithmetic calculation. Moreover, many writers strongly believe that education and training must also change to meet the demands of a culture in which innovation becomes the universal norm. It is also indicated that efforts made toward improving creativity through training have given informal indications of some measure of success [19]. In terms of technology influence, creative product is often considered to divide into two categories, artistic creativity and scientific creativity. In term of artistic creativity, such as novel, is neither an imitation nor mass-produced. It may cause irreversible change in human environment. However, it involves an unusual sensory image or transformation and is valuable to the society. Whereas scientific creativity may be more relevant to problem solving and create a new product base on either the gap in existing knowledge, cross disciplinary or within-discipline boundaries [20]. Creative acts are defined by society through a complex process of social judgment which may rely on the opinions of relevant experts in making judgments [15].

4. Modeling Chef's Creativity

According to literature review, we could conclude that personal characteristics and environmental factors are the mainly influence on chef's creativity. In terms of service innovation, hospitality HRM website could build up a scheme of modeling chef's creativity for culinary industry to search for creative chef. Meanwhile, hospitality HRM website could be differential from general HRM website and beneficial from this service innovation.
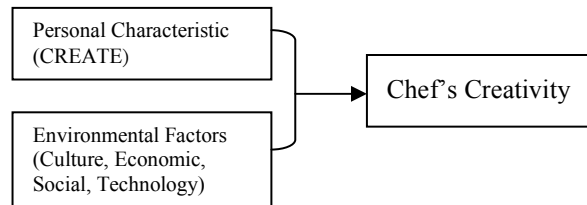

Figure 1.   The origin of chef's creativity

III.   METHODOLOGY

The methodology is focus in finding the criteria of creative chef in the hospitality HRM website. According to Horng and Hu [21] that creativity research in the area of culinary arts has been relatively insufficient. This research problem is exploratory and intuitive which is focus on social processes rather than social structures. Therefore, qualitative research is a better fit in order to understand complex patterns of chefs' behavior in terms of perspectives of culinary creativity [22]. For the purpose of systematic analysis of rich data, grounded theory is applied in this

research to define the issue of creativity in the area of culinary arts.

According to Stern [23] expresses the several ways of grounded theory differs from other methodologies. Firstly, the conceptual framework is generated from the data rather from previous research. Secondly, grounded theory tends to explore dominant processes rather than describing the unit under study. Thirdly, comparing each piece of data, rather than comparing total of indices, which has also been called "qualitative comparative analysis", and "continuous comparative analysis". In other words, grounded theory is appropriate strategy in this research which assists to examine culinary creativity data and begins to code, categorize, conceptualize, and concern the research report almost from the beginning of the study [24].

Semi-structure, in-depth interviews with ten Western cuisine chefs in Taiwan were conducted. With interviewees' permissions, ten interviews were digital recorded in order to transcript and code by using QSR NVivo qualitative research analysis software. Each coding was set up a note according to relevant literature in order to analysis and compare. Data analysis is divided to three parts, descriptions, categorized, and link with definition of culinary creativity and factors that may influence on creativity to conceptualize the culinary creativity from chefs' perspectives. To enhance the validity and reliability, researcher also made field notes to reconsider with data analysis. Finally, ten transcriptions and analysis were given back to interviewees to reconfirm the data.

Ten participants were selected by snowball sampling with researcher's industry and academic contact. Six chefs who have over fifteen years of industry working experiences; one public vocational center trainer in Western cuisine who have over twenty years of training experience; and three young generation chefs who have receive culinary arts in college degree and master degree, as well as, won international and national cooking competitions. Each chef was code according to his/her background and experience, for instance, A: industry experience, B: teaching experience, C: awards from competitions, ABC 1 represents that chefs has industry and teaching experiences, as well as awards from competitions.

IV. FINDING

1. *The Origin of Creativity*

In the literature review, researcher found that two main elements of impacting culinary creativity which can be categorized to internal-personal characteristic [13] [16] [17] [25] [26] and external-environmental factors [16] [27] [28] [29] [30]. Under the influence of personal characteristic and environmental factors, chefs may develop to various impact and outcome on their creativity [17].

2. *Personal Characteristic Analysis*

Curiosity, resilience (flexibility), experimenting, attentiveness (devotion to work), thoughtfulness, and environment setting (CREATE), as well as independence (I) [17] and self actualization (S) [25] has been proposed as the personal characteristic of creativity [13] [16]. During ten

interviews, participants were asked to describe their personal characteristic to culinary creativity. Most of participants state that curiosity is the first thing in minds, and follow by resilience (flexibility), attentiveness (devotion to work), environment setting and experimenting and thoughtfulness. However, independence of personal characteristic was not appeal to participants in term of their culinary creativity. After reviewing collected data to discover the reason, it has been found that participants all agree that creativity development has to have support by supervisors and customers, socialization is more important than independence. Therefore, the ability of socialized creativity may be rather important than the ability of independence. As result, personal characteristic in creative chefs can be add self-actualization (S) to CREATES [13] that chefs have more confidence to achieve customer satisfaction with their creativity.

Figure 2. A hospitality HRM website of chef's characteristic in Taiwan

3. *Environmental Factors Analysis*

PEST analysis [31] was applied to analysis what the environmental factors may influence on chefs' creativity. During each interview, none of participant arise the issue of political factor that may influence on creativity development. Due to culture impact has play an important role in term of creativity [28], therefore, political factor was replaced by culture factor to CEST mode to analysis the environmental factors.

(1) Cultural Factor

Creativity development has to base on origin or culinary tradition and culture (A1). Across the limitations of space, cross-cultural culinary communication can form a boundless and creative cuisine (A1, A2, ABC2, AB1). With trend of dietary revolution, healthy cooking, fast food and slow food have become the creative directions (A1, AB1, B1). However, in term of respect about chef position, due to the culture difference, Eastern countries chefs have more limitations of developing their creativity (ABC1, ABC2, A3, BC1).

(2) Economic Factor

Economic factor plays a crucial role in creativity development. For instance, market demand, organization support, budget control, availability of ingredients (ABC1, A1, A2, ABC2, A3, AB1, ABC4, BC1, B2). However, creativity is still under the stimulation of profit making in order to continuously promote new creation in a more competitive culinary industry (A1, ABC2, AB1, ABC4).

(3) Social Factor

Education is the direct way to inspire and impact on the outcome of creativity in social environment (ABC1, A1, A2, A3, AB1, ABC3, B1). Organizational environment may not be able to train or to change the ability of creative, however, it may influence unobtrusively and imperceptibly to their ability of creation via indirectly way (ABC1, A2, A3, ABC4, BC1, B1).

(4) Technology Factor

Cooking is a combination of art and science. Origin of cooking is a way of presenting aesthetic, however, science and technology tools help to maximum the extreme of creativity (ABC1, B1). Most of participants point out that the main body of creation is to change the origin of cuisine to surprise customers' palates. Moreover, technology is become an important role in cooking (ABC1, A1, A2, ABC2, A3, ABC4). Comparing Western and Eastern cuisines, it has shown that Western cuisine is more creative in term of standard operation procedure (SOP), and scientifically equipments to reproduce. As a result, innovative and creative western cuisine is commonly extended (AB1).

From CEST analysis, it can understand the environmental impact on chefs' creativity. It concludes that culture and social environment offer a creative thrust, economic and technology environment offer resources for chefs to develop diversity creation [17].

4. Discussion

The finding shows three issues for hospitality HRM website. Firstly, the analysis has shown that chefs' creativity is mainly impacted by their personal characteristic. Environmental factors may only relate and restrain their creativity in a certain degree. Secondly, training and education background play a key role of chef's creativity in environmental factors. It generates an interactive procedure between personal characteristic and environmental factors to improve chef's creativity. Lastly, chef's creativity is not defined by chefs themselves; actually it is a different perceptual impression from customer.

There implications to hospitality HRM website are as follows. Firstly, it's important to set up criterions of personal characteristics in website for creative chefs. It could help the culinary employers to find creative chefs easier and lower the cost in searching a suitable human resource. Secondly, combination of chefs' characteristic and their experience of training and education would be a more powerful searching engine for creative chefs. Lastly, reviews from customers in website are essential to define a real creative chef.

V. CONCLUSION

HRM website has been driven to provide service innovation for the reasons of business competitions and customer selections. The conclusion shows that service innovation of searching creative chefs is essential in hospitality HRM website to satisfy the needs of human capital for culinary industry. The key is to find out what kinds of people get the talent to be a creative chef. Originally, the origin of chefs' creativity is a mystery [21]. During this research, we find that the origin of chefs' creativity could be modeled by personal characteristics and environment influences. With the characters of curiosity, resilience, experimenting, attentiveness, thoughtfulness, environment setting, independence and self-actualization (CREATES), chefs tend to have more confidence to achieve their creation to satisfy their customers. The influence from environment, culture, economic, social and technology (CEST) can help chefs to control the resource and to extend their creativity in more diverse way. That means a model of CREATES and CEST is ought to be transformed to a searching engine in hospitality HRM website for culinary industry to search creative chefs. The new function is a service innovation case, not only a distinctive advantage for the hospitality HRM website, but also a competitive advantage for the culinary industry. It suggests that when design a service innovation in hospitality HRM website. It is important to clarify the needs of culinary customers. In the meantime, it is also important to clarify the true type of human resource.

The suggestions are for four entities, firstly; the hospitality HRM website should consider the essential of creative human capital, then to build up the searching engine to satisfy the real needs of business. Secondly, business should realize that the creative human capital is the key to help organizational innovation. Outsourcing to HRM website of creative human capital might be an efficiency way for the HRM of business. Thirdly, people can be trained for their creativity. Although creativity is mainly influenced by personal characteristic, the interaction of environment factors and personal characteristic through training and education can still help to develop the creativity. People can train themselves to be more creative to fit the trend of creative human capital. Lastly, information technology should integrate with the humanity to make it more friendly for users.

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