



Master thesis

Measuring Organizational Routines:

A Quantitative Way to Measure Organizational Routines

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Table of content

Abstract	4
Introduction	5
Theoretical Framework	7
Organizational routines	7
The performative aspect of organizational routines	8
The ostensive aspect of organizational routines	9
The interdependency between the two aspects of organizational routines	11
The measurement of organizational routines	13
<i>The measurement of the performative aspect of organizational routines</i>	14
<i>The measurement of the ostensive aspect of organizational routines</i>	15
Quantitative measurement of organizational routines	16
Methods	17
Participants & Design	17
Instrument	17
<i>Scale development</i>	19
Procedure	21
Data analysis	22
<i>Factor analysis</i>	22
<i>Reliability analysis</i>	24
<i>Factor interpretation</i>	24
Results	24
Packing food routine	24
Delivering food routine	32
Takeaway food routine	39
Summary of the results	46
Discussion	47
Interpretation of the results	47
<i>The measurement of subroutines</i>	48
<i>The measurement of the general concept of organizational routines</i>	49
<i>Conclusion of the results</i>	50
Limitations	51
Implications	53
Suggestions for future research	55
<i>The diary study design</i>	55
<i>Using dichotomous items</i>	57

Measuring specific routines 57

Conclusion..... 58

References 60

Appendix A: The 443-item Hospitality Routines Questionnaire 68

Appendix B: Interview Scheme 122

Appendix C: The 86-item Hospitality Routines Questionnaire..... 128

Abstract

The theory of routine dynamics provides an important lens in understanding organizational processes. These routines consist out of the ostensive and performative aspects, which are the script behind the routine and the actual performance of this script. Currently, measurements of these aspects are qualitative, very labor intensive, and cannot always assess the complete routine. However, being able to completely measure these routines gives important insights into organizational processes and mechanisms. Therefore, the aim of this paper was to create a quantitative measurement tool to measure the performative and ostensive aspects, following the eight steps of constructing new instruments as proposed by DeVellis (2003). To do so, four interviews were conducted to gather sufficient information about the two aspects within hospitality routines. Consequently, the measurement tool was created, consisting of items about the performative and ostensive aspects of these routines. Afterwards, data was collected and analyzed using Principal Component Analysis. This resulted in seven factors per routine, representing subroutines of their main routine. These factors consisted of both performative and ostensive items, covering the general actions performed and needed within the routines. However, the items about the details of the routine were omitted during the analysis. Therefore, to increase the specificity of quantitative measurements and keep participants dedicated, it is recommended to use a diary study design with dichotomous items about specific routines. With these recommendations in mind, it is expected to overcome the barriers which the current measurements of the performative and ostensive aspects of organizational routines are facing.

Keywords: organizational routines, performative aspect, ostensive aspect, quantitative measurement tool

Introduction

The theory of routine dynamics provides an important lens in understanding organizational processes. Organizational routines are defined as generative and dynamic systems (Howard-Grenville et al., 2016), involving several actors (Gao et al., 2014). They include a broad range of factors, from individual skills to repetitive patterns of organizational actions (Nelson & Winter, 1982). These repetitive patterns are visible on the individual, collective and organizational levels and their activities range from the performance of daily tasks to the revision of the corporate strategy (Pavlov & Bourne, 2007).

This is in line with the two aspects of organizational routines, namely the performative and ostensive aspects (Becker, 2005; 2008; Becker et al., 2005; Feldman, 2000; Feldman & Pentland, 2003; Knudsen, 2008; Parmigiani & Howard-Grenville, 2011; Pavlov & Bourne, 2007; Rerup & Feldman, 2011). The performative aspect of organizational routines consists of “specific actions, by specific people, in specific places and times” (Feldman & Pentland, 2003, p.101). Next to that, the ostensive aspect of organizational routines “is the ideal or schematic form of a routine. It is the abstract, generalized idea of the routine, or the routine in principle” (Feldman & Pentland, 2003, p.101). Additionally, these two aspects are interdependent, where they cannot exist without the other (Becker, 2008; Feldman & Pentland, 2003; Pavlov & Bourne, 2007; Pentland & Rueter, 1994). Consequently, it can be said that the ostensive aspect is the script of the routine, and the performative aspect the execution of this script. Therefore, the performative and ostensive aspects can collaboratively explain the execution of organizational routines.

Additionally, it is important to be able to measure these two aspects, since organizational routines are key components of organizational processes and mechanisms (Argote, 1999; Feldman and Pentland, 2003; Knudsen, 2008; Levitt and March, 1988; March, 1991). Furthermore, it can be important for bigger organizations or chain companies to assess

if every location or department follows the same script and has a similar enactment of this script. As a result, it can be analyzed if the organization or company works accordingly. Therefore, it is important to be able to measure the performative and ostensive aspects of organizational routines.

These two aspects have mostly been studied by qualitative measurements, like interviews and observations. However, those measurements are very labor-intensive, which was seen by the process of data collection of several studies (i.e. Aroles & McLean, 2017; Feldman, 2000; Rerup & Feldman, 2011). First, the study of Feldman (2000) conducted 20 unstructured interviews and spent 1750 hours in observation, participation and conversation. Second, the study of Rerup and Feldman (2011) conducted 109 interviews within a timespan of eight years. Third, the study of Aroles and McLean (2017) collected data within a timespan of seven years, consisted of several hundred hours of ethnographic interaction and analysis, and many pages of documentary evidence and field notes. Besides these measurements being very labor-intensive, it is also not always possible to measure the complete performative and ostensive aspects (Feldman & Pentland, 2003; Pentland & Feldman, 2008). First, organizational routines are not always occurring in one place or at the same time, making it difficult to observe the complete performative aspect of the routine (Pentland & Feldman, 2008). Second, it is not always possible to observe the ostensive aspect, due to the abstract elements of this aspect (Feldman & Pentland, 2003; Pentland & Feldman, 2008). Therefore, it can be concluded that measurements of these two aspects are very labor-intensive, where both aspects cannot always be completely measured in a qualitative way.

However, a quantitative way of measuring organizational routines could be able to resolve these problems. This quantitative way could be used to make these qualitative measurements less labor-intensive, by replacing some of the labor-intensive measurement processes, like observations or interviews. This is due to the fact that the researcher is detached

from the participants during the conduction of quantitative measurements, whereas the researcher is involved during the conduction of qualitative measurements (Lee, 1992). Additionally, quantitative measurements make it easier to take all employees into account, especially in bigger organizations or chain companies. Furthermore, within quantitative measurement the researcher has an outsider role, whereas within qualitative measurements the researcher has an insider role (Lee, 1992). In that way, quantitative measurements are less labor-intensive, and are not time or location bound. Consequently, including a quantitative way of measuring organizational routines within the process of current measurements would make it able to assess the complete routine, and reduce the labor-intensiveness of current measurements of organizational routines.

Therefore, the aim of this paper was to create a quantitative measurement tool to measure the performative and ostensive aspects of organizational routines. This research was conducted within the hospitality industry. Consequently, this study will be relevant for current scientific literature and measurements of organizational routines. This study showed which steps need to be taken to come closer to being able to measure the complete performative and ostensive aspects in a less labor-intensive way.

Theoretical Framework

Organizational routines

Organizational routines are defined as generative and dynamic systems (Howard-Grenville et al., 2016), consisting of “repetitive, recognizable patterns of interdependent actions, carried out by multiple actors” (Feldman & Pentland, 2003, p. 95). These generative and dynamic systems are key components of organizational processes and mechanisms (Argote, 1999; Feldman and Pentland, 2003; Knudsen, 2008; Levitt and March, 1988; March, 1991), where they can also serve as organizational memory (Feldman, 2000; Miner et al., 2008). Additionally, the internal dynamic systems of routines are a source for stability and change

(Feldman, 2000; Pentland, 1995; Pentland & Rueter, 1994). This can be explained by routines being the fundamental sources of persistency (Knudsen, 2008), consistency and continuity (Miner et al., 2008) within the organizational processes and mechanisms. Therefore, to understand organizational processes, it is important to be able to understand, and therefore measure, their routines.

Organizational routines consist of two aspects, the performative and ostensive aspects (Becker, 2005; 2008; Becker et al., 2005; Feldman, 2000; Feldman & Pentland, 2003; Knudsen, 2008; Parmigiani & Howard-Grenville, 2011; Pavlov & Bourne, 2007; Rerup & Feldman, 2011). These two aspects are interdependent (Becker, 2005; Becker et al., 2005; Feldman & Pentland, 2003), where they cannot exist without the other (Becker, 2008; Feldman & Pentland, 2003; Pavlov & Bourne, 2007; Pentland & Rueter, 1994). These two aspects represent, respectively, the behavior and rules (Becker, 2005), and are important aspects to explain the stability and change of an organization (Feldman & Pentland, 2003). Here the process of change can occur through repeated performance of behavior, which is a part of the performative aspect of organizational routines (Feldman & Pentland, 2003). Additionally, organizational stability can occur due to the structural aspect of routines, which is a part of the ostensive aspect (Feldman & Pentland, 2003). Therefore, it is important to understand the complete performative and ostensive aspects of organizational routines.

The performative aspect of organizational routines

The performative aspect of organizational routines is defined as recurrent interaction patterns (Becker, 2005), which capture the specific actions, are executed by specific actors, and occur at specific times (Becker, 2005; Feldman & Pentland, 2003). These patterns give a practical view of organizational routines in order to understand how tasks are accomplished, and not only which tasks are accomplished (Suchman, 1983). However, the performative aspect only includes the actual behavior patterns, not the desired behavior patterns (Becker et al.,

2005). Therefore, the performative aspect of organizational routines gives a practical view of both which actions are performed within the actual recurrent interaction patterns, and how these actions are performed.

Furthermore, the performative aspect of organizational routines states that the individual actions of an actor are interdependent with the individual actions of their colleagues. Organizational routines could, therefore, be seen as a collective performance (Feldman & Pentland, 2003), and so the collective performance of the actual behavior patterns. For example, during dinner service at a restaurant, serving food to the guests is a collaborative performance between the kitchen staff, kitchen helpers, and waiters. The kitchen staff prepares the food and the chef, or someone else, plates the food. Once the dishes are plated, the kitchen staff puts the dishes on a spot for the waiters to pick up the dishes. The waiters then walk with the plates to the table of the guests and serves the plates to the guests. While the guests are eating, the waiters ask if there is anything they can do. When the guests are finished, the waiters take the plates and cutlery from the table and brings them to the kitchen help. The kitchen help cleans the plates and cutlery, so the kitchen staff can use clean plates when plating a dish and waiters can bring clean cutlery to the tables. So, this routine only exists due to the collaboration between the kitchen staff, waiters, and kitchen helpers. Consequently, there is an interdependency between those actors within the enactment of the serving food routine. Therefore, every actor involved in the routine is important to successfully enact the performative aspect of organizational routines.

The ostensive aspect of organizational routines

The ostensive aspect of organizational routines is defined as an abstract concept (Becker, 2005) that is the ideal or schematic form of routines (Feldman & Pentland, 2003). This shapes the perspectives about organizational routines, and are the taken for granted norms and values and the standard procedures (Feldman & Pentland, 2003). Additionally, the ideal or

schematic form consists of organizational policies (Hubers, 2020), procedures, regulations, and rules (Becker, 2005; Lin et al., 2020; Miner et al., 2008). Furthermore, organizational routines can emerge when these policies, procedures, regulations, and rules are followed (Reynaud, 2005).

The ostensive aspect ensures organizational stability, even though multiple actors are involved. When policies, procedures, regulations, and rules are of a certain level, they will ensure the achievement of the abstract concept of the routine (Feldman & Pentland, 2003). However, a tacit aspect is integrated within the procedural knowledge of the involved actors (Cohen & Bacdayan, 1994). Due to the involvement of multiple actors, this can lead to different interpretations of those policies, procedures, regulations and rules (Feldman & Pentland, 2003; Schutz, 1967). Therefore, a collective common understanding is necessary for this aspect to result in a successful routine (Lin et al., 2020). Consequently, the policies, procedures, regulations, and rules should not only be about which tasks need to be executed, but also about how to execute them. In that way, there is limited room for interpretation and the abstract concept of organizational routines will be achieved.

Therefore, when the ostensive aspect is of a certain level, it ensures organizational stability. For example, in the earlier mentioned serving food routine are six ways in which the level of the ostensive aspect is of importance to ensure the stability within the routine. First, the way the food is plated is according to the standards of the restaurant. Second, the spot where the waiters can pick up the dishes is decided according to the procedures and policies, where this can be the same spot for all dishes or divided between hot and cold dishes. Third, the minimum and maximum number of plates that the waiter brings to the table at the same time are depending on the policies of the restaurant. Fourth, the waiter can serve from the left, right or both sides, depending on the rules of the organization. Fifth, the way the waiter asks the guests if they like the food can be a formal or an informal way of communication, or a

combination of both. Sixth, the way the kitchen help can only put the plates and cutlery through the dishwasher, but they can also clean them afterwards with a special polishing cloth. So, when a restaurant has their policies, procedures, regulations and rules up to a certain level, the ostensive aspect of the serving food routine will ensure that the routine is enacted according to the standards of the restaurant. Therefore, the ostensive aspect of organizational routines ensures stability within the serving food routine. Consequently, it can be said that the level of the ostensive aspect is important to continuously successfully enact the routines.

The interdependency between the two aspects of organizational routines

There is also an interdependency between the performative and ostensive aspects of organizational routines (Becker, 2005; Becker et al., 2005; Feldman & Pentland, 2003), where one cannot exist without the other (Becker, 2008; Feldman & Pentland, 2003; Pavlov & Bourne, 2007; Pentland & Rueter, 1994). This interdependency shows how organizational routines ensure both the change and stability processes within organizations. For example, within the serving food routine, when the person who normally plate the dishes in a restaurant is on holiday, someone else has to take over that task. This person might use different techniques to plate the dishes, so a change in the performative aspect is observed. However, when the ostensive aspect is up to a certain level, the dishes will still look the same as when someone else plated the dishes. Therefore, it can be said that the interdependency between these two aspects ensures the enactment of organizational routines. This interdependency can occur in two ways.

First, the performative aspect can both intentional and unintentionally enact the ostensive aspect (Giddens, 1984) and, in that way, create, maintain, and modify the ostensive aspect of organizational routines (Feldman & Pentland, 2003). Through repetition, organizational routines emerge, and the related ostensive aspect is carried out and maintained (Feldman & Pentland, 2003). When a routine is not repeated, the routine could become rusty (Knudsen,

2008) or even forgotten (Feldman & Pentland, 2003). Furthermore, the ostensive aspect can be modified through reflection of the performative aspect (Feldman & Pentland, 2003). For example, when a chef plates the dishes in the serving food routine. When they repeat this routine, it becomes clearer for the chef what the best way is to plate the dish and, therefore, creates the ostensive aspect of how the dishes of the restaurant are plated. Through this repetition, the chef keeps plating the dishes the same way and the ostensive aspect is, therefore, maintained. However, when the interaction patterns were reflected upon, the waiters mentioned that they have time left when waiting for the food to be plated. In this way, they decided that the waiters will help plating the dishes and, so, modified the serving food routine. Therefore, the performative aspect of organizational routines can create, maintain, and modify the ostensive aspect.

Second, the ostensive aspect can guide, account, and refer to the performative aspect (Feldman & Pentland, 2003). Policies, procedures, regulations, and rules can be used as guidelines for the behavior towards the organizational goal (Feldman & Pentland, 2003), which requires reflection of the involved actors (Giddens, 1984; Feldman & Pentland, 2003). Furthermore, the ostensive aspect can be used to account for organizational actions (Scott & Lyman, 1968; Orbach, 1997), so the behavior can be legitimized (Feldman & Pentland, 2003). Additionally, the ostensive aspect can also consist of ready-made justifications for small changes occurring in the performative aspect (Feldman & Pentland, 2003). Lastly, the ostensive aspect can be used to refer to the recurrent interaction patterns of the performative aspect (Feldman & Pentland, 2003), especially in complex organizations (Arrow, 1974). For example, when waiters bring the food to the guests within the serving food routine. When waiters serve the food at the table, the ostensive aspect states that waiters have to serve plates from the right side, which guides them through this process. When guests ask why plates are always served from the right, the waiters can use the ostensive aspect to refer to their behavior within the

routine. However, when two people are sitting on a couch against the wall, serving from the right side is not possible without leaning over someone else. Accordingly, the ostensive aspect can be used to account for their behavior of serving plates from the left side. In that way, the ostensive aspect had a ready-made justification about when serving from the left side is allowed. Therefore, the ostensive aspect can guide, account, and refer to the performative aspect.

The measurement of organizational routines

So, the performative and ostensive aspects of organizational routines and their interdependency are important to understand organizational processes and mechanisms (Argote, 1999; Feldman and Pentland, 2003; Knudsen, 2008; Levitt and March, 1988; March, 1991). This is especially important for bigger organizations or chain companies, to assess if every location or department follows the same script and has a similar enactment of this script. Therefore, it is important to be able to measure the complete performative and ostensive aspects of organizational routines.

These two aspects are currently measured by qualitative measurements like interviews, observations, ethnographic interaction, and field note. However, these measurements are very labor-intensive, where they can take several years to conduct. For example, the study of Feldman (2000) conducted 20 unstructured interviews and afterwards 1750 hours of observation, participation, and conversation. Another example is the study of Rerup and Feldman (2011), where 109 interviews were conducted in a timespan of eight years. Additionally, the study of Aroles and McLean (2017) collected several hundred hours of ethnographic interaction and analysis, as well as many pages of documentary evidence and field notes within a timespan of seven years. Furthermore, these qualitative measurements are not always able to completely measure the performative aspect of the routine, where they do not always happen in one place or at the same time (Pentland & Feldman, 2008). Additionally, the ostensive aspect is not always possible to be measured in observations, due to the abstract

element of this aspect (Feldman & Pentland, 2003; Pentland & Feldman, 2008). Therefore, it can be said that current measurements of organizational routines are very labor-intensive and do not always measure both aspects completely.

Therefore, less labor-intensive measurements are needed, which are able to measure the complete routine. This can be done by quantitative measurements. Here, the researcher has an outsider role within the process of quantitative measurement, whereas the researcher has an insider role within the process of qualitative measurement (Lee, 1992). Furthermore, the researcher is detached from the participant within quantitative measurements, whereas in qualitative measurements the researcher is involved with the participant (Lee, 1992). Consequently, it can be said that quantitative measurements are not time and location bound and are, therefore, able to measure the complete routine. Additionally, this type of measurement is less labor-intensive compared to the current qualitative measurements. Furthermore, this type of measurement would especially be beneficial for bigger organizations and chain companies, to assess in a less labor-intensive manner if every location or department works accordingly. Concluding, introducing a quantitative way of measuring organizational routines would be beneficial and makes the process of completely assessing these routines less labor-intensive.

The measurement of the performative aspect of organizational routines

To be able to measure the performative aspect of organizational routines, it is essential to analyze the patterns of specific actions, which are executed by specific actors, and occur at specific times (Becker, 2005). Furthermore, it is important to remember that it is not only important to measure which specific actions are performed, but also how these actions are performed (Suchman, 1983). However, to be able to quantitatively measure the performative aspect of organizational routines, it is important to first understand how qualitative measurements of the performative aspect were conducted.

Current qualitative measurements of the performative aspect of organizational routines were conducted through, for example, observations and interviews. In the study of Rerup and Feldman (2011), the performative aspect was measured by conducting interviews about the recruiting routine. During these interviews, the researchers asked about how people were recruited by asking questions like “What actions do people take in the process of recruiting employees and what actions do employees take in coming to work at LLD” (Rerup and Feldman, 2011, p.582). Additionally, in the study of Aroles and McLean (2016), ethnographic data was used to measure both which tasks and how they were performed were conducted. Furthermore, the study of Feldman (2000) conducted observations as well, where data was collected by observing which tasks were performed and how.

However, the performative aspect is difficult to study, since actions do not always happen at the same time or the same place (Pentland & Feldman, 2008). So, during these qualitative measurements, the observed actions cover only the part of the routine that could be observed. For example, when a waiter takes the order from the guests, the waiter sends a ticket to the kitchen for food and a ticket to the bar for beverages. However, when this process is automatized, the waiter does not have to bring the ticket to the kitchen and bar themselves, making it unclear for the observer where the tickets went to. Additionally, the kitchen staff prepares several tickets at the same time, making it unclear for the researcher at which time the ticket was finalized. So, the routine occurred in different places and times. Consequently, the researcher could not completely observe how the routine was enacted. Therefore, when measuring the performative aspect of organizational routines, it is important to take into account that routines can occur in different places and times.

The measurement of the ostensive aspect of organizational routines

To be able to measure the ostensive aspect of organizational routines, it is essential to analyze the ideal or schematic form of a routine, taken for granted norms and values, standard

procedures, policies, procedures, regulations and rules. The ostensive aspect is not directly visible, making it difficult to measure qualitatively (Pentland & Feldman, 2008). Current qualitatively measurement assess this aspect on the organizational level by looking at the explicit rules and regulations, which show the formal and observable processes, measures, procedures and policies (Lin et al., 2020). For example, the study of Rerup and Feldman (2011) measured the ostensive aspect by observing meetings where the explicit rules and regulations were discussed. In that way, they had an overview of the ostensive aspect and the changes within the ostensive aspect. Therefore, the ostensive aspect can be measured by analyzing the explicit rules and regulations.

Furthermore, these explicit rules and regulations need to be of a certain level to achieve the abstract aspect of organizational routines (Feldman & Pentland, 2003). However, when they are not of a certain level, the involvement of multiple actors can lead to different interpretations of these rules and regulations (Feldman & Pentland, 2003; Pentland & Feldman, 2008). Consequently, it is important to look at the level of detail of these explicit rules and regulations. Therefore, when quantitatively measuring the ostensive aspect of organizational routines, it is important to not only analyze the explicit rules and regulations, but also their level of detail.

Quantitative measurement of organizational routines

So, it can be concluded from existing literature that the currently conducted qualitative measurements examine organizational routines by assessing both the performative and ostensive aspects. The performative aspect is measured by assessing which tasks are performed and how they are performed. Furthermore, the ostensive aspect is measured by assessing the explicit rules and regulations, and their level of detail. These qualitative measurements are very labor-intensive and are not always able to measure the complete routine. Including a quantitative way of measurement within the current measurements could provide help solving these issues. However, it is important to take the interdependency between the performative

and ostensive aspects into account, since they are expected to highly correlate. Therefore, the goal of this study is to create a quantitative measurement tool that is able to assess the complete performative and ostensive aspects of organizational routines. Furthermore, the focus of this measurement tool will be on hospitality routines, namely the routines of packing food, delivering food, and serving takeaway food.

Methods

Participants & Design

A cross-sectional quantitative study was conducted, consisting of 318 participants. However, $n = 246$ (77.36%) participants were omitted because they did not complete at least one routine, resulting in $n = 72$ (22.64%) participants within the analysis. The demographic data of these participants can be found in Table 1. Ethical approval was obtained before the participants were recruited.

The participants were sampled with the use of both convenience and snowball sampling, where the only inclusion criteria applied was that participants had to have worked within at least one of the three routines. A total of 1056 restaurants, 15 hospitality schools, three hospitality wholesalers and three delivery organizations were contacted via email. Additionally, hospitality employees and employers within the network of the researcher were personally contacted or through social media. The contacted people and organizations were asked to participate and forward the questionnaire to their network.

Instrument

The developed questionnaire consisted of 443 items (Appendix A). The questionnaire was divided into the performative and ostensive aspects within three routines, namely the packing food, delivering food and takeaway food routines. Per routine, the questionnaire gave statements about the actions performed and needed within the performative and ostensive aspects, in which both aspects had statements about precisely the same actions and the way to

Table 1.*Demographic data of the participants*

	Number of participants		<i>M</i>	<i>SD</i>	<i>n</i>	Percentage
	Minimum	Maximum				
Age in years	17	64	33.08	12.98		
Work hours per week	3	75	34.38	21.35		
Years of work experience						
Within the current organization	0	30	5.36	5.98		
Within the hospitality industry	0	40	12.13	9.94		
Gender						
Male					32	44.44%
Female					39	54.17%
Other					1	1.39%
Function						
Servers					25	34.72%
Kitchen staff					15	20.83%
Hospitality students					2	2.78%
Management					57	79.17%
Deliverers					4	5.56%
All-round employees					6	8.33%
Type of function						
Supervising					57	79.17%
Following					15	20.83%
Sector						
Drinks sector					8	11.11%
Fast-food sector					16	22.22%
Restaurant sector					55	76.39%
Hotel sector					2	2.78%
Routine						
Packing food routine					53	73.61%
Delivering food routine					34	47.22%
Takeaway food routine					43	59.72%

Note: participants could be part of multiple functions, sectors or routines.

perform them. The participants had to indicate this using a five-point Likert scale, ranging from certainly not (1) to certainly (5). These related statements from the performative and ostensive aspects were seen as an item pair. An example of an item pair is item “*During the last time that I worked, I packed the dishes in plastic packaging.*” of the performative aspect and “*At the organization where I currently work must dishes be packed in plastic packaging.*” of the ostensive aspect.

The items pool consisted out of type 1 performative, type 2 performative, type 1 ostensive and type 2 ostensive items. The type 1 performative and ostensive items were items about the general concept of the routine, which where statements are about which actions were or needed to be performed. Furthermore, the type 2 performative and ostensive items were items about more specific aspects of the routine and showed how these actions were or needed to be performed. This was in line with studies of Aroles and McLean (2016), Feldman (2000), Feldman and Pentland (2003), Rerup and Feldman (2011), and Suchman (1983). Additionally, these studies showed that to successfully measure the performative and ostensive aspects, both which actions and how to perform them needed to be measured. For example, a type 1 performative item was “*At the organization where I currently work, I put the food in a box*”. An example of a type 2 performative item was “*At the organization where I currently work, I put the heavy dishes first in the box*”.

Scale development

The questionnaire was constructed according to the eight steps to construct new instruments by DeVellis (2003). First, it was determined what needed to be measured to be able to measure organizational routines (DeVellis, 2003). This was done by conducting a literature review to gather a sufficient amount of literature about organizational routines and its two aspects.

Second, an item pool was generated (DeVellis, 2003). This was done by combining the findings in the literature, and the procedural knowledge and experience of the researcher, who worked for 9 years in the hospitality industry and was, therefore, an expert within this industry (Wilson-Wünsch et al., 2015).

Third, it was determined which format the measurement would have (DeVellis, 2003), which was done by conducting a literature review. Here, it

was decided to create a quantitative measurement tool in the form of a questionnaire. This was decided due to the fact that this form of measurement is less labor-intensive than current measurements and able to measure both aspects completely (Lee, 1992).

Fourth, the initial item pool was reviewed by experts (DeVellis, 2003). This was done by conducting interviews with four participants, from which 75% were experts within the hospitality industry (Wilson-Wünsch et al., 2015). The interviews were conducted with the use of an interview scheme (see Appendix B). During the interviews, the item pool was reviewed, and a sufficient amount of information was gathered about the performative and ostensive aspects within six hospitality routines. Afterwards, items within the item pool were added, omitted or adapted, resulting in an item pool of 1370 items. However, the survey length should not be too long (DeVellis, 2003; Worthington & Whittaker, 2006), where it is less likely for participants to complete the whole survey when it is too long (Converse & Presser, 1986). Therefore, three routines were omitted, resulting in a 443-item questionnaire about the routines of packing, delivering and takeaway food (see Appendix A).

Fifth, it was considered to include validation items (DeVellis, 2003), which was done by a literature review into existing instruments. Here, the Change survey (Rafferty & Griffin, 2006), Explicitness of Display Rules survey (Christoforou & Ashfort, 2014), Team Preemptive Adaptation survey, Team Improvised Adaptation survey (Abrantes et al., 2018), and Task Reflexivity survey (Carter & West, 1998) were considered to include. However, these surveys

did not cover the concept of organizational routines and its two aspect. Therefore, it was decided to not include validation items.

Sixth, items were administered to a development sample (DeVellis, 2003). This was done by the sending the survey link via email to 1056 restaurants, 15 hospitality schools, three hospitality wholesalers and three delivery organizations. Additionally, the survey link was spread via several social media platforms, like LinkedIn, Facebook and Instagram. After two months, the process of conducting data was finalized.

Seventh, after the conduction of the created instrument, the items were evaluated (DeVellis, 2003). Within the evaluation process, the researcher went through the created instrument again to review the items as an expert, which resulted in 28 omitted items. First, 16 items were omitted because they were perceived as not part of the routine. For example, item *“During the last time that I worked with takeaway, I dropped the order on the floor.”* was omitted. Second, twelve items were omitted because they were not specific enough. These items stated that the participant kept or had to keep their distance, which was of importance within the times where the COVID-19 regulations were in place. However, these items did not state a 1.5-meter distance and were, therefore, seen as too vague and not part of the routine. Consequently, 28 items were omitted, resulting in a 405-item questionnaire to measure the performative and ostensive aspects of three hospitality routines.

Eight, it was determined whether the participation length of the created instrument was too long (DeVellis, 2003). This was done by reviewing and analyzing the conducted data and feedback of participants, resulting in several suggestions for future research.

Procedure

Before the questionnaire started, the participants signed the informed consent (see Appendix A) and state their demographic data. Afterwards, the participants were asked whether they participated within the packing, delivering or takeaway food routine. When the participant

stated that they did participate within a routine, the participant had to answer the statements of the performative and ostensive aspects of that routine. After the participant answered all statements, the participant had the option to add additional actions performed or needed. Afterwards, the same process occurred for the other two routines.

Data analysis

First, items with whose inter-item correlation with several other items was higher than .9 were omitted (Foster et al., 2011). Moreover, inspection of the normality curve (Tabachnick & Fidell, 1996, as cited in Wilson Van Voorhis & Morgan, 2007) of all items showed that items were mostly normally distributed.

Factor analysis

Second, the number of factors underlying the questionnaires were determined using a Principal Component Analysis (PCA) (Cattell, 1978; Foster et al., 2011; Harman, 1976) with oblique rotation, specifically direct oblimin rotation (Brown, 2009; Foster et al., 2011; Tabachnick & Fidell, 2007). Additionally, pairwise exclusion of cases caused an error of a not positive definite matrix, resulting in the exclusion of cases listwise (*Factor procedure produces "This matrix is not positive definite" message.*, 2020; Lorenzo-Seva & Ferrando, 2020). Furthermore, the analysis was conducted with the use of the program IBM SPSS statistics (Version 26).

Third, a PCA was conducted within each routine. After every step of the analysis, the percentage of explained variance, KMO and Bartlett's test were examined. The percentage of explained variance should be at least 50% (Streiner, 1994), the KMO $>.50$ and Bartlett's test $<.05$ (Allen et al., 2014).

Fourth, items with a communality $<.20$ were omitted from the analysis (Child, 2006; Samuels, 2017). Additionally, it was checked whether the average communality was $>.60$, which is needed for a sample size >100 (MacCallum et al., 1999).

Fifth, items with all factor loadings $<.30$ were in turn omitted, starting with the item with the lowest maximum factor loading (Field, 2013). Every time an item was omitted, the analysis was rerun (Samuels, 2017).

Sixth, items with a cross loading $>75\%$ were in turn omitted, starting with the item with the lowest maximum factor loading. Here again, every time an item was omitted, the analysis was rerun. However, when during further analysis an item had all factor loadings $<.30$, they were omitted first (Samuels, 2017).

Seventh, the pattern matrix was checked whether it had a simple structure, using the five criteria of Thurstone (1947). The first criteria states that every item should have at least one zero loading, a loading between $-.10$ and $.10$, on one or more components. The second criteria states that every factor has more items with a zero loading than the number of factors. The third criteria states that every factor has items with a significant loading, $>.30$, which have a zero loading on other factors. The fourth criteria states that every factor has a large number of zero loading. The fifth criteria states that there are not that many complex items, which are items with a significant loading on multiple factors (Thurstone, 1947). However, these complex items could not have a cross loading of $>75\%$ (Samuels, 2017).

Eighth, the number of factors was determined. Here, the retrieved factors should be the same as the amount of factors above the elbow line in the scree plot (Foster et al., 2011; Kline, 1994) and have at least three non-cross loading items with a $>.30$ factor loading (Samuels, 2017). When this was not the case, the number of extracted factors were reduced in turn. However, when in between an item had all factor loadings $<.30$ or cross loadings $>75\%$, these items were omitted first. After every time an item was omitted or the number of extracted factors was reduced, the analysis was rerun (Samuels, 2017).

Ninth, a PCA was conducted with a fixed number of factors and the remaining items. Afterwards, the final factor structure, communalities, percentage of explained variance, KMO and Bartlett's test were computed.

Reliability analysis

Tenth, Cronbach's alpha was computed for every acquired factor (Allen et al., 2014; Cortina, 1993) and a factor was observed as reliable $\alpha > .7$ (Cortina, 1993). Additionally, it was determined whether the exclusion of an item would lead to a higher α . When this was the case, the particular item was analyzed, and it was determined whether the item was going to be omitted or not.

Factor interpretation

Eleventh, the factors were interpreted (Samuels, 2017). Here, the number of performative and ostensive items were examined. Additionally, the number of type 1 and type 2 items were examined.

Twelfth, the negative factor loadings were examined, to take those items into account when using the questionnaire (DiStefano et al., 2009). When a factor had >50% negative factor loadings, the minus was changed to a plus and the other way around (Stenson & Wilkinson, 2012).

Results

Packing food routine

A table of correlations showed three unique pairs of correlations $>.90$, with the lowest value being $.90$. Even though this was higher than the threshold of $>.90$, it was decided to not remove an item from each pair, which was based on the theory of routine dynamics and a qualitative analysis of the items. Within this qualitative analysis, it was seen that the correlations of $>.90$ were between three items pairs of the performative and ostensive aspects. Due to the interdependency of these two aspects, those items were expected to correlate high. Additionally,

these items had all $<.90$ correlations with the other items. Therefore, no items were omitted due to the between-items correlations.

Next, a PCA with a direct oblimin rotation was conducted. Here, the communalities of the initial solution were examined and were all higher than the threshold of $>.20$. Besides, the average communality of the retained items was $.89$. This resulted in no items omitted. Therefore, 26 factors were identified as the factors underlying the 96-item Packing Food Routine Questionnaire, which accounted for 89.05% of the variance in the questionnaire data. However, the KMO could not be computed, since the correlation matrix was not positive definite. Furthermore, these factors consisted of items belonging to both the performative and ostensive aspects, which were mostly the item pair of both aspects. However, it could be indicated that some factors were too specific, where they represented specific actions but not a specific step of the packing food routine. Additionally, when taking a closer examination at the pattern matrix, a simple structure was not observed. Furthermore, the pattern matrix was not observed as a matrix with a simple structure. Therefore, it could be indicated that the 26-factor solution was not the final solution.

Consequently, the factor loadings within the pattern matrix were examined. Here, items with a factor loading $<.30$ were omitted in turn, starting with the item with the lowest maximum loading. After one item was omitted, the analysis was rerun. However, no item had all factor loading $<.30$ and, therefore, no items were omitted. Afterwards, the cross loadings of items were examined. Here, items with a cross loading $>75\%$ were omitted in turn, starting with the item with the lowest maximum loading. However, when during the analysis an item had a factor loading $<.30$, they were omitted first. After one item was omitted, the analysis was rerun. After 47 reruns of the analysis, 47 items were omitted in turn (see Table 2) and afterwards a simple structure of the pattern matrix was observed. As a result, 17 factors were identified as the factors underlying the 49-item Packing Food Routine Questionnaire, which accounted for 86.41% of

the variance in the questionnaire data. These factors consisted, again, of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. However, it could still be indicated that some factors were too specific. Additionally, the average communality of the retained items was .86, Bartlett's Test of Sphericity was .00 and the KMO statistic was .12. Therefore, it could be indicated that, even though a simple structure was observed, the 17-factor solution was not the final solution.

Table 2

Number of Items Omitted in Turn During the Analysis of the Packing Food Routine Questionnaire

Runs of the analysis	Number of items omitted due to ...	
	... all factor loadings <.30	... cross loadings >75%
47	4	43
22	1	11
Total	5	54

Consequently, a closer examination at the pattern matrix and scree plot indicated that the number of factors had to be reduced in turn. However, when during the analysis an item had a factor loading <.30 or cross loading > 75%, they were omitted first. After one item was omitted or the number of factors was reduced by one, the analysis was rerun. After 22 reruns of the analysis, the number of factors were reduced ten times and 12 items were omitted in turn (see Table 2). As a result, a pattern matrix of seven factors and 35 items occurred, which after a closer examination was indicated as a pattern matrix with a simple structure. Here, the average communality of the retained items was .65, Bartlett's Test of Sphericity was .00 and the KMO statistic was .43. Next to that, these factors consisted, here again, of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. Additionally, these factors were specific, but not too specific. The factors consisted of one or more item pairs of both aspects, which together represented a sub-routine within the packing

Table 3*Direct Oblimin Rotated Factor Structure of the 35-Item Packing Food Routine Questionnaire*

Item	Factor Loadings						
	Instructions	Packing boxes	Packaging	Packing hot dishes	Overview dishes	Packing finger food	Order lists
At the company where I currently work, the spelling of the recipes must be checked during the packaging of the orders.	.87	-.00	-.05	.02	-.05	-.04	.08
During the last time I packed orders I checked the spelling of the recipes.	.83	.01	.14	.04	-.02	.01	-.18
At the company where I currently work, the recipes have to be written during the packaging of the orders.	.79	-.06	-.24	-.02	.07	.08	.07
During the last time I packed orders, I kept the recipe layout consistent.	.72	.02	.19	.09	.01	-.20	.04
During the last time I packed orders I wrote the recipes.	.67	-.02	-.04	.12	.17	.10	-.26
During the last time I packed orders, I followed the instructions with the order.	.51	.12	-.02	-.44	-.03	.11	.02
At the company where I currently work, instructions must be added to the orders during the packaging of the orders.	.50	.15	.01	-.43	-.04	.13	.02
At the company where I currently work, the boxes have to be properly folded during the packaging of the orders.	.09	.77	.04	.12	.11	.21	.14
During the last time I packed orders, I folded enough boxes.	.18	.76	.09	.12	.20	.00	.07
During the last time I packed orders, I folded the boxes properly.	.01	.74	.23	.13	.18	.07	.23
At the company where I currently work, enough boxes have to be folded during the packaging of the orders.	.15	.74	-.04	.15	.23	.11	.15
During the last time I packed orders, I taped the boxes tightly at the bottom.	.16	.63	.01	.10	.38	.06	-.01
At the company where I currently work, the side dishes must be placed separately with the order during the packaging of the orders.	-.04	.62	-.02	-.17	-.04	-.10	-.19
At the company where I currently work, the dishes have to be placed in a box during the packaging of the orders.	.13	.62	.02	.00	-.10	.02	.12
During the last time I packed orders, I put the side dishes separately from the order.	-.20	.60	.03	.01	-.03	-.11	-.19
During the last time I packed orders, I packed the dishes per multiple people.	.23	-.44	.09	.10	.22	.00	-.14

At the company where I currently work, the dishes have to be packed per multiple people during the packaging of the orders.	.00	-.34	.19	.04	.21	-.13	-.06
At the company where I currently work, the dishes have to be put in a paper bag during the packaging of the orders.	.04	.19	.84	-.18	-.10	-.07	-.18
During the last time I packed orders, I packed the dishes in paper bags.	.04	-.04	.81	.26	-.06	.08	.09
During the last time I packed orders I put the dishes in a paper bag.	.00	-.07	.80	-.21	.02	.07	-.16
At the company where I currently work, the dishes have to be packed in paper bags during the packaging of the orders.	-.04	.05	.77	.30	-.00	-.05	.13
During the last time I packed orders, I packed the hot dishes in a warming container.	.09	.08	-.02	.81	-.07	-.01	.07
At the company where I currently work, the hot dishes have to be packed in a warming container during the packaging of the orders.	.02	.14	.13	.78	-.05	.01	.05
During the last time I packed orders, I wrapped the hot dishes in foil.	-.01	-.14	-.08	.68	.06	.43	-.14
During the last time I packed orders I wrote the dishes in the bag.	-.12	-.07	.01	-.13	.89	.02	-.10
At the company where I currently work, the dishes have to be written in the bag during the packaging of the orders.	.09	-.10	-.08	-.03	.84	-.10	.04
During the last time I packed orders I wrote the dishes in the box.	-.11	.22	-.03	.02	.80	.04	-.07
At the company where I currently work, the dishes have to be written in the box during the packaging of the orders.	.22	.18	-.06	.01	.66	.02	.16
During the last time I packed orders, I packed the dishes on a plastic snack tray.	.05	.05	.13	.11	-.05	.87	-.25
At the company where I currently work, the dishes have to be packed on a plastic snack tray during the packaging of the orders.	-.06	.14	.17	.06	.09	.81	-.18
During the last time I packed orders, I put the dishes in the bag or box in a random order.*	-.02	-.04	-.20	-.05	-.05	.70	.21
At the company where I currently work must dishes be packed in plastic packaging.*	.07	-.16	.09	-.03	-.02	.16	-.79
During the last time I packed orders, I packed the dishes in plastic packaging.*	.06	-.06	.13	-.15	.17	.14	-.75
At the company where I currently work, order lists must be stapled to the bag or box while the orders are being packed.	.05	-.14	.37	-.31	.10	.26	.53
During the last time I packed orders, I stapled the order list to the bag or box.	.02	-.09	.43	-.24	.11	.23	.48
Percentage of explained variance:	18.56%	11.69%	9.06%	7.85%	6.31%	5.72%	5.61%

Note: * = item was omitted during the reliability analysis.

food routine. Therefore, even though the KMO was just below the threshold, it was indicated that the seven-factor solution was the final solution.

Consequently, a PCA with oblimin rotation and a fixed factor structure of seven factors was conducted. As a result, seven factors were identified as the factors underlying the 35-item Packing Food Routine Questionnaire (see Table 3), which accounted for 64.79% of the variance in the questionnaire data.

Furthermore, the reliability of each factor was determined (see Table 4). When taking a closer examination at the item-total statistics, it could be indicated that the alpha of factors two, four, six and seven would increase when an item was to be omitted. However, after qualitatively examining these items and their increase of alpha, it could be indicated that the items within factors two and four were of importance for the routine and factor. Additionally, the original alpha was already above the threshold of $>.70$. Therefore, it was decided to not drop items from factor two and four.

Second, alpha of factor six would increase from .78 to .95 when item “*During the last time I packed orders, I put the dishes in the bag or box in a random order.*” was omitted. Even though the original alpha was already above the threshold, after a qualitative examination of this item, it was decided that this item was not of importance to measure the packing food routine. Besides that, it was indicated that this item did not belong together with the other items within this factor. Furthermore, alpha of factor seven would increase from .55 to .94 when items “*During the last time I packed orders, I packed the dishes in plastic containers.*” and “*At the company where I currently work must dishes be packed in plastic*” were omitted. After qualitatively examining these items, it was decided that these items were not of importance to measure the packing food routine. Additionally, the original alpha was below the threshold of $>.70$. Therefore, these items were dropped from factor six and seven.

Afterwards, the factor-item relations were interpreted. Here, it could be seen that factor “*Packing boxes*” had two items with a negative factor loading (see Table 3), which indicated that these items have a negative relation with this factor. In that way, when a participant has a high score on these two items, they are more likely to have a low score on the other items within this factor and vice versa. Therefore, it is important to take this negative relation into account within the factor “*Packing boxes*”.

Table 4

Cronbach’s Alpha of the Seven Factors Underlying the Packing Food Routine Questionnaire

Factor	Number of items	Cronbach’s alpha
Instructions	7	.85
Packing boxes	10	.78
Packaging	4	.85
Packing hot dishes	3	.82
Overview dishes	4	.85
Packing finger food	2	.95
Order lists	2	.94

Note: this table shows the number of items remaining after the reliability analysis was conducted.

Furthermore, a closer examination of these relations indicated that the factors consisted of both performative and ostensive items (see Table 5). However, it could be seen that there was a difference in the number of items represented by the factors (see Table 3). When closely examining the remaining and omitted items, it could be seen that the remaining items were mostly type 1 performative and ostensive items of the subroutine, whereas the type 2 performative and ostensive items of the subroutine were mostly omitted (see Table 5). Additionally, when closely examining the division of type 1 and type 2 items, it could be seen that the difference in the number of type 1 performative and ostensive items is smaller, compared to the overall difference in the number of items. However, the type 2 performative and ostensive items were slightly represented by the factors. This indicated that the acquired

factors and remaining items mostly measured the general concept of the performative and ostensive aspects withing the Packing Food Routine Questionnaire.

Table 5

The Factor-Item Relation Interpretation of the Packing Food Routine Questionnaire

Factor name	Number of items			
	Performative		Ostensive	
	Type 1	Type 2	Type 1	Type 2
Instructions	2	2	2	1
Packing boxes	3	2	4	1
Packaging	2		2	
Packing hot dishes	2		1	
Overview dishes	2		2	
Packing finger food	1		1	
Order lists	1		1	
Total	13	4	13	2

Note: this table shows the number of items remaining after the reliability analysis was conducted.

Consequently, seven factors were identified underlying the 32-item Packing Food Routine Questionnaire. Additionally, the results showed that the Packing Food Routine Questionnaire measured the performative and ostensive aspects together and within subroutines. These subroutines covered the general concept of the routine, whereas the more specific subroutines were not represented by the acquired factors and remaining items. Additionally, the factors consisted mostly of item pairs (see Table 3). Moreover, the results showed that this questionnaire measured the general concept of the subroutines, where the remaining items were mostly type 1 performative and ostensive items. This indicated that the performative and ostensive aspects of organizational routines could be measured within a quantitative way. However, this also indicated that these two aspects could only be measured generally and together within subroutines. In that way, the results contradicted the expectation of measuring both aspects separately and complete by a quantitative measurement tool in the form of a questionnaire.

Delivering food routine

A table of correlations showed 13 unique pairs of correlations $>.90$, with the lowest value being $.91$. After a closer examination, which was based on the theory of routine dynamics and a qualitative analysis of the items, it was decided to omit four items due to their high correlation. These items had correlations $>.90$ and were perceived as too specific and similar to other items. Additionally, it was seen that the correlations of $>.90$ between the other nine item pairs were items which were an item pair of the performative and ostensive aspects. Furthermore, these items had a $<.90$ correlation with all the other items. Therefore, it was decided to not omit these items.

Next, a PCA with a direct oblimin rotation was conducted. Here, the communalities of the initial solution were examined and were all higher than $>.20$. Besides, the average communality of the retained items was $.99$. This resulted in no items omitted. Therefore, 31 factors were identified as the factors underlying the 148-item Delivering Food Routine Questionnaire, which accounted for 98.76% of the variance in the questionnaire data. However, the KMO and Bartlett's test could not be computed, since the correlation matrix was not positive definite. Furthermore, these factors consisted of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. However, it could be indicated that some factors were too specific, where they represented specific actions but not a specific step of the delivering food routine. Additionally, when taking a closer examination at the pattern matrix, it could be seen that there was not a simple structure. Therefore, it could be indicated that the 31-factor solution was not the final solution.

Consequently, the factor loadings within the pattern matrix were examined. Here, items with a factor loading $<.30$ were omitted in turn, starting with the item with the lowest maximum loading. After one item was omitted, the analysis was rerun. After two reruns of the analysis, two items were omitted in turn (see Table 6). As a result, 31 factors were identified as the factors

underlying the 146-item Delivering Food Routine Questionnaire, which accounted for 98.75% of the variance in the questionnaire data. These factors consisted, again, of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. However, it could still be indicated that some factors were too specific. Additionally, the average communality of the retained items was .99. Here again, the KMO and Bartlett's test could not be computed, since the correlation matrix was not positive definite. Furthermore, a simple structure within the pattern matrix could not be observed. Therefore, it could be indicated that the 31-factor solution was not the final solution.

Table 6

Number of Items Omitted in Turn During the Analysis of the Delivering Food Routine Questionnaire

Runs of the analysis	Numbers of items omitted due to ...	
	All factor loadings <.30	Cross loadings >75%
2	2	-
91	11	80
35	3	21
Total	16	95

Afterwards, the cross loadings of items were examined. Here, items with a cross loading >75% were omitted in turn, starting with the item with the lowest maximum loading. However, when an item had a factor loading <.30, they were omitted first. After one item was omitted, the analysis was rerun. After 91 reruns of the analysis, 91 items were omitted in turn (see Table 6) and, afterwards, a simple structure within the pattern matrix was observed. As a result, 18 factors were identified as the factors underlying the 55-item Delivering Food Routine Questionnaire, which accounted for 90.59% of the variance in the questionnaire data. These factors consisted, again, of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. However, it could still be indicated that some factors were too specific. Additionally, some factors consisted out of different items that were

Table 7*Direct Oblimin Rotated Factor Structure of the 31-Item Delivering Food Routine Questionnaire*

Item	Factor Loadings						
	Instructions	Handing over the order	Talking with guests	Delivery route	On the house	No response at the door	Conversations with guests
During the last time I delivered and the guest opened I explained to the guest how to finish the dishes.	.89	.06	-.02	-.17	.16	.14	-.12
During the delivery of orders, the deliverer must indicate that the recipes are easy to finish.	.86	-.07	.09	.14	-.12	-.04	.19
During the delivery of orders, the deliverer must explain how the dishes can be finished.	.82	.03	-.07	.11	.34	.12	-.01
When delivering orders, all orders must be delivered in one go.	.79	.11	.09	.07	-.20	-.07	-.07
During the last time I delivered, I left and indicated that the recipes are easy to finish.	.79	-.09	-.15	.01	-.23	.01	.27
During the delivery of orders, the deliverer must indicate that the entire order can be stored in the refrigerator.	.71	-.19	.19	-.15	-.01	-.03	-.03
During the last time I delivered and the guest opened it, I explained to the guest that the recipes will be emailed.	.48	.18	-.11	.07	.26	.22	-.00
During the delivery of orders, the deliverer must indicate the order to the guest.	-.02	.89	.14	.07	-.01	.02	.03
During the last time I delivered and the guest opened, I indicated the order to the guest.	-.12	.85	-.21	.10	.06	-.02	.14
During the last time I delivered, I held the order.	-.04	.81	-.17	-.02	-.15	.24	.20
During the delivery of orders, the deliverer must hold the order.	.19	.79	.22	-.08	.01	-.06	-.17
During the delivery of orders, the deliverer must hold the order if it cannot be put on anything.	.06	.68	.27	.10	.18	-.03	-.18
During the last time I delivered, I took a step back.	.08	-.38	.10	.23	.22	.17	.08
During delivery, the deliverer should say here you go.	-.06	.03	.94	-.04	.05	.10	.09
If a mistake is made during the delivery, it must be delivered again.	.00	-.09	.85	.01	.05	.08	.15
During the delivery of orders, the deliverer must greet the guest by intuition.	-.03	.12	.84	.05	-.01	.14	.18

During the delivery, the delivery person should say enjoy the food.	.09	.00	.76	.11	.01	-.17	-.25
During delivery, the delivery person has to thank the guest for the order.	.13	.11	.72	-.03	-.10	.00	.35
During the last time I delivered, I made a delivery list in order of addresses.	.23	.08	-.17	.80	-.19	-.13	.03
Before orders are delivered, a delivery list must be made in order of delivery time.	-.11	.10	.27	.80	.05	.12	-.08
During the last time I delivered, I made a delivery list in order of delivery time.	.03	-.06	.29	.79	-.12	.08	-.26
During the last time I delivered, I placed the order on a stool in front of the door.*	.13	.00	.22	-.59	-.14	.05	-.27
During the last time I delivered and something went wrong I gave the guests something for free from the house.	-.02	.03	-.23	-.01	.91	-.06	-.01
If a mistake is made during the delivery, the guest should be given something for free from the house.	-.17	-.10	.16	-.02	.87	.22	.02
The last time I delivered and had to be paid, I mentioned that the tikkie has already been paid.*	.22	.05	.23	-.11	.66	-.34	.13
If the deliverer cannot find the address or if the door is not opened, the deliverer must keep calling until someone answers.	-.01	-.01	.03	.04	.05	.93	-.12
During the last time I delivered and I couldn't find the address or the door wasn't opened I kept calling until someone picks up.	.14	-.04	.07	.07	.00	.90	.01
During the delivery of orders, the deliverer must put the order inside the house of the guest.*	.09	.18	.05	-.42	-.21	.67	.15
During the last time I delivered and the guest opened the door, I had a chat with the guest.	.09	.10	.15	-.08	.12	-.15	.85
During the last time I delivered and the guest opened the door, I left right away.*	-.09	.22	-.04	.06	.14	-.05	-.78
While delivering orders, the delivery person has to have a chat with the guest.	-.04	.14	.20	.10	.12	.07	.76
Percentage of explained variance:	20.24%	11.24%	10.63%	9.49%	8.11%	6.97%	6.24%

Note: * = item was omitted during the reliability analysis.

unlikely to be together within one factor. Furthermore, the average communality of the retained items was .91. Again, the KMO and Bartlett's test could not be computed, since the correlation matrix was not positive definite. Therefore, it could be indicated that, even though a simple structure was observed, the 18-factor solution was not the final solution.

Consequently, a closer examination at the pattern matrix and scree plot indicated that the number of factors had to be reduced in turn. However, when an item had a factor loading $<.30$ or cross loading $> 75\%$, they were omitted first. After one item was omitted or the number of factors was reduced by one, the analysis was rerun. After 35 reruns of the analysis, the number of factors were reduced 11 times and 24 items were omitted in turn (see Table 6). As a result, a pattern matrix of seven factors and 37 items occurred, which after a closer examination was indicated as a pattern matrix with a simple structure. Here, the average communality of the retained items was .75, the KMO was .18 and Bartlett's test was .00. Furthermore, almost all factors consisted of items belonging to both the performative and ostensive aspects, except for factor three. Additionally, the performative and ostensive items within the factors were mostly the item pairs of both aspects. Next to that, these factors were specific, but not too specific, and represented a smaller routine within the delivering food routine. Therefore, even though the KMO was lower than the threshold of $>.50$, it was indicated that the seven-factor solution was the final solution.

Consequently, a PCA with a fixed factor structure of seven factors was conducted. As a result, seven factors were identified as the factors underlying the 31-item Delivering Food Routine Questionnaire (see Table 7), which accounted for 74.92% of the variance in the questionnaire data.

Furthermore, the reliability of each factor was determined (see Table 8). When taking a closer examination at the item-total statistics, it could be indicated that the alpha of factors one, three, four, five, six and seven would increase when an item was to be omitted. However,

after qualitatively examining these items, it could be indicated that the items within factors one and three were of importance for the routine and factor. Additionally, the alpha of these two factors would only increase with $<.05$ and was already above the threshold of $>.70$.

Therefore, it was decided to not drop items from factor one and three.

Table 8

Cronbach's Alpha of the Seven Factors Underlying the Delivering Food Routine Questionnaire

Factor	Number of items	Cronbach's alpha
Instructions	7	.89
Handing over the order	5	.88
Talking with guests	5	.89
Delivery route	3	.79
On the house	2	.85
No response at the door	2	.93
Conversations with guests	2	.81

Note: this table shows the number of items remaining after the reliability analysis was conducted.

Furthermore, factor four would increase from .56 to .79 when item “*During the last time I delivered food, I placed the order on a stool in front of the door.*” were to be omitted. Next, factor five would increase from .76 to .85 when item “*the last time I delivered food, I mentioned that the tikkie has already been paid.*” were to be omitted. Alpha of factor six would increase from .85 to .93 when item “*During the delivery of orders, the deliverers must put the order inside the house of the guest.*” were to be omitted. At last, alpha of factor seven would increase from -.46 to .81 when item “*During the last time I delivered food and the guest opened the door, I left right away.*” were to be omitted. After a qualitative examination of these items, it was indicated that these items were not of importance to measure the delivering food routine and did not have an added value to their factor. Therefore, even though factors five and six already had an alpha above the threshold of $>.70$, these items were dropped from their factor.

Afterwards, the factor-item relations were interpreted. Here, it could be seen that factor “*Handing over the order*” had one item with a negative factor loading (see Table 7), which

indicated that this item had a negative relation with this factor. In that way, when a participant has a high score on this item, they are more likely to have a low score on the other items within this factor and vice versa. Therefore, it is important to take this negative relation into account within the factor “*Handing over the order*”.

Table 9

The Factor-Item Relation Interpretation of the Delivering Food Routine Questionnaire

Factor name	Number of items			
	Performative		Ostensive	
	Type 1	Type 2	Type 1	Type 2
Instructions	2	1	3	1
Handing over the order	2	1	3	
Talking with guests			3	2
Delivery route	2		1	
On the house	1		1	
No response at the door	1		1	
Conversations with guests	1		1	
Total	9	2	13	3

Note: this table shows the number of items remaining after the reliability analysis was conducted.

Furthermore, a closer examination of these relations indicated that the factors consisted of both performative and ostensive items (see Table 9). However, it could be seen that there was a difference in the number of items represented by the factors (see Table 7). When closely examining the remaining and omitted items, it could be seen that the remaining items were mostly type 1 performative and ostensive items of the subroutine, whereas the type 2 performative and ostensive items of the subroutine were mostly omitted (see Table 9). Additionally, when closely examining the division of type 1 and type 2 items, it could be seen that the difference in the number of type 1 performative and ostensive items is smaller, compared to the overall difference in the number of items. However, the type 2 performative and ostensive items were slightly represented by the factors. This indicated that the acquired factors and remaining items mostly measured the general concept of the performative and ostensive aspects withing the Delivering Food Routine Questionnaire.

Consequently, seven factors were identified underlying the 27-item Delivering Food Routine Questionnaire. Additionally, the results showed that the Delivering Food Routine Questionnaire measured the performative and ostensive aspects together and within subroutines. These subroutines covered the general concept of the routine, whereas the more specific subroutines were not represented by the acquired factors and remaining items. Additionally, the factors consisted mostly of item pairs (see Table 7). Moreover, the results showed that this questionnaire measured the general concept of the subroutines, where mostly type 1 performative and ostensive items remained. This indicated that the performative and ostensive aspects of organizational routines could be measured within a quantitative way. However, this also indicated that these two aspects could only be measured generally and together within subroutines. In that way, the results contradicted the expectation of measuring both aspects separately and complete by a quantitative measurement tool in the form of a questionnaire.

Takeaway food routine

A table of correlations showed six unique pairs of correlations $>.90$, with the lowest value being $.90$. After a closer examination, which was based on the theory of routine dynamics and a qualitative analysis of the items, it was decided to omit two items due to their high correlation. These items had correlations $>.90$ and were perceived as too specific and similar to other items. Additionally, it was seen that the correlations of $>.90$ between the other four item pairs were items which were an item pair of the performative and ostensive aspects. Furthermore, these items had a $<.90$ correlation with all the other items. Therefore, it was decided to not omit these items.

Next, a PCA with a direct oblimin rotation was conducted. Here, the communalities of the initial solution were examined and were all higher than the threshold of $>.20$. Besides, the average communality of the retained items was $.96$. This resulted in no items omitted.

Therefore, 34 factors were identified as the factors underlying the 153-item Takeaway Food Routine Questionnaire, which accounted for 96.49% of the variance in the questionnaire data. However, the KMO and Bartlett's test could not be computed, since the correlation matrix was not positive definite. Additionally, these factors consisted of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. However, it could be indicated that some factors were too specific, where they represented specific actions but not a specific step of the takeaway food routine. Furthermore, when taking a closer examination at the pattern matrix, it could be seen that there was not a simple structure. Therefore, it could be indicated that the 34-factor solution was not the final solution.

Table 10

Number of Items Omitted in Turn During the Analysis of the Takeaway Food Routine Questionnaire

Runs of the analysis	Number of items omitted due to ...	
	... all factor loadings <.30	... cross loadings >75%
9	9	-
93	14	79
35	3	14
Total	16	95

Consequently, the factor loadings within the pattern matrix were examined. Here, items with a factor loading <.30 were omitted in turn, starting with the item with the lowest maximum loading. After one item was omitted, the analysis was rerun. After nine reruns of the analysis, nine items were omitted in turn (see Table 10). As a result, 33 factors were identified as the factors underlying the 144-item Takeaway Food Routine Questionnaire, which accounted for 95.84% of the variance in the questionnaire data. These factors consisted, again, of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. However, it could still be indicated that some factors were too specific. Additionally, the average communality of the retained items was .96. Here again, the KMO and

Bartlett's test could not be computed, since the correlation matrix was not positive definite. Furthermore, the patterns matrix was not observed as a matrix with a simple structure. Therefore, it could be indicated that the 33-factor solution was not the final solution.

Afterwards, the cross loadings of items were examined. Here, items with a cross loading >75% were omitted in turn, starting with the item with the lowest maximum loading. However, when an item had a factor loading <.30, they were omitted first. After one item was omitted, the analysis was rerun. After 93 reruns of the analysis, 93 items were omitted in turn (see Table 10) and afterwards a simple structure within the pattern matrix was observed. As a result, 17 factors were identified as the factors underlying the 50-item Takeaway Food Routine Questionnaire, which accounted for 87.51% of the variance in the questionnaire data. These factors consisted, again, of items belonging to both the performative and ostensive aspects, which were mostly the item pairs of both aspects. However, it could still be indicated that some factors were too specific. Furthermore, some factors consisted out of different items that did not belong together. Additionally, the average communality of the retained items was .88. Again, the KMO and Bartlett's test could not be computed, since the correlation matrix was not positive definite. Therefore, it could be indicated that, even though a simple structure was observed, the 17-factor solution was not the final solution.

Consequently, a closer examination at the pattern matrix and scree plot indicated that the number of factors had to be reduced in turn. However, when an item had a factor loading <.30 or cross loading > 75%, they were omitted first. After one item was omitted or the number of factors was reduced by one, the analysis was rerun. After 26 reruns of the analysis, the number of factors were reduced nine times and 17 items were omitted in turn (see Table 10). As a result, a pattern matrix of seven factors and 33 items occurred, which after a closer examination was indicated as a pattern matrix with a simple structure. Here, the average

Table 11*Direct Oblimin Rotated Factor Structure of the 33-Item Takeaway Food Routine Questionnaire*

Item	Factor Loadings						
	Readiness for orders	Responsibility check	Emailing instructions	Payment	Handling guests	Taking orders	Greeting guests
When guests come to pick up the order, the name of the guest must be asked.	.81	.08	.04	-.18	-.01	-.03	.07
Before guests come to pick up the order, the order lists must be ready.	.79	.24	.07	-.10	-.01	-.21	-.04
During the last time I worked with takeout orders, after greeting, I looked for the name of the guest among the orders that are ready.	.79	-.19	.02	-.20	.20	-.05	.14
During the last time I worked with takeout orders I notified the kitchen about the orders.	.77	.02	.03	.18	-.02	.03	-.22
During the last time I worked with takeout orders, I made sure that my colleagues packed the orders.	.77	-.27	-.07	.20	.08	.21	-.05
Before guests come to pick up the order, the kitchen must be aware of the orders.	.71	.12	-.04	-.23	-.09	.02	.11
During the last time I worked with takeout orders, I prepared the order lists.	.67	-.07	-.05	.27	-.09	-.05	.03
When guests come to collect the order, the name of the guest must be searched for among the orders that are ready.	.65	.28	.04	-.21	.08	.11	.19
During the last time I worked with takeaway orders, I checked the orders.	.02	.94	-.07	-.01	.00	-.09	-.01
During the last time I worked with takeaway orders, I checked the order.	.26	.83	.08	.13	-.06	-.14	-.15
During the last time I worked with takeaway orders, I packed the orders.	-.05	.74	.01	.14	-.12	.06	.10
If guests are coming to pick up the order, here you go has to be said before the guests leave.	-.09	.71	.04	.03	.20	.15	.07
During the last time I worked with takeaway orders I said here you go before guests left.	-.12	.69	-.11	-.06	.26	.07	-.09
During the last time I worked with takeaway orders, I explained that the recipes are emailed.	.08	.05	.92	.02	-.01	.07	.07
When guests come to pick up the order, an explanation must be given that the recipes will be emailed.	.00	.10	.89	-.00	.03	.01	.13
When guests pick up their order, they must be greeted with a handshake.*	.10	.01	.84	.06	-.07	-.05	-.11
During the last time I worked with takeaway orders and guests were too early, I told them that they had to wait.*	.22	.22	-.75	.04	.04	.05	.06
When guests come to pick up the order, gloves must be worn for cash payment.	.02	.08	.01	.87	.03	-.04	.11

During the last time I worked with takeaway orders, I wore gloves during pin payments.	-.04	.03	-.02	.85	-.05	.10	-.18
During the last time I worked with takeaway orders I wore gloves for cash payment	.11	.03	-.01	.82	.12	-.06	.14
When guests come to pick up the order, gloves must be worn during pin payments.	-.13	.08	.10	.77	-.01	.05	-.07
During the last time I worked with takeaway orders, I greeted the guests informally.	-.05	-.14	-.06	.12	.85	-.15	.10
During the last time I worked with takeaway orders, I said thank you for the order before guests left.	.09	.12	-.15	-.02	.80	.03	-.08
During the last time I worked with takeaway orders I said enjoy before guests left.	-.06	.24	.01	-.00	.74	.35	-.11
During the last time I worked with takeaway orders and something went wrong, I delivered the order again.	.09	.04	.10	-.01	.73	-.05	-.01
At the organization where I currently work, guests do not have to pay when they pick up their order, this is done beforehand or afterwards*	.05	.08	-.14	.02	-.13	-.79	-.02
During the last time that I worked with takeaway food, I did not have to ask for payment, this is done beforehand or afterwards *	.16	.07	.15	.03	.01	-.77	.22
During the last time I worked with takeaway orders, I took the guest's order after greeting.	.13	.21	-.09	.01	-.28	.64	.31
During the last time I worked with takeaway orders, I passed the new order to the kitchen after greeting.	.29	.21	-.12	.23	-.15	.60	.09
When guests come to pick up the order, the guests must be greeted formally.	.02	.16	-.06	-.10	-.11	-.15	.87
During the last time I worked with takeaway orders, I greeted the guests formally.	.11	-.21	.05	-.03	-.11	.09	.83
During the last time I worked with takeaway orders, I put the order on the floor.*	.02	.07	.19	.05	.16	.17	.46
During the last time I worked with takeaway orders, I put the order in the car of the guest.*	.27	.14	.01	-.28	-.03	.22	-.46
Percentage of explained variance:	17.88%	12.71%	10.63%	9.10%	7.42%	6.23%	5.75%

Note: * = item was omitted during the reliability analysis.

communality of the retained items was .70, the KMO was .41 and Bartlett's test was .00. Furthermore, almost all factors consisted of items belonging to both the performative and ostensive aspects, except for factor five and six. Additionally, the performative and ostensive items within the factors were mostly the item pairs of both aspects. Next to that, these factors were specific, but not too specific, and represented a smaller routine within the takeaway food routine. Therefore, even though the KMO was lower than the threshold of $>.50$ it was indicated that the seven-factor solution was the final solution.

Consequently, a PCA with a fixed factor structure of seven factors was conducted. As a result, seven factors were identified as the factors underlying the 33-item Takeaway Food Routine Questionnaire (see Table 11), which accounted for 69.71% of the variance in the questionnaire data.

Table 12

Cronbach's Alpha of the Seven Factors Underlying the Takeaway Food Routine

Questionnaire

Factor	Number of items	Cronbach's alpha
Readiness of orders	8	.90
Responsibility check	5	.85
Emailing instructions	2	.96
Payment	4	.87
Handling guests	4	.75
Taking orders	2	.86
Greeting guests	2	.90

Note: this table shows the number of items remaining after the reliability analysis was conducted.

Furthermore, the reliability of each factor was determined (see Table 12). When taking a closer examination at the item-total statistics, it could be indicated that the alpha of factors three, six and seven would increase when an item was to be omitted. First, factor three would increase from .20 to .96 when items “*During the last time I worked with takeaway orders and guests were too early, I told them that they had to wait.*” and “*When guests pick up their order,*

they must be greeted with a handshake.” were to be omitted. Second, factor six would increase from .22 to .86 when items “*During the last time that I worked with takeaway food, I did not have to ask for payment, this is done beforehand or afterwards.*” and “*At the organization where I currently work, guests do not have to pay when they pick up their order, this is done beforehand or afterwards*” were to be omitted. Last, factor seven would increase from .37 to .90 when items “*During the last time I worked with takeaway orders, I put the order on the floor.*” and “*During the last time I worked with takeaway orders, I put the order in the car of the guest.*” were to be omitted. After a qualitative examination of these items, it was decided that these items were not of importance to measure the takeaway food routine. Additionally, these items did not have an added value to their factor. Therefore, these items were dropped from their factor.

Table 13

The Factor-Item Relation Interpretation of the Takeaway Food Routine Questionnaire

Factor name	Number of items			
	Performative		Ostensive	
	Type 1	Type 2	Type 1	Type 2
Readiness of orders	3	1	3	1
Responsibility check	3	1		1
Emailing instructions	1		1	
Payment	2		2	
Handling guests	2	2		
Taking orders	2			
Greeting guests	1		1	
Total	14	4	7	2

Note: this table shows the number of items remaining after the reliability analysis was conducted.

Afterwards, the factor-item relations were interpreted and a closer examination of these relations indicated that the factors consisted of both performative and ostensive items (see Table 13). However, it could be seen that there was a difference in the number of items represented by the factors (see Table 11). When closely examining the remaining and omitted items, it could be seen that the remaining items were mostly type 1 performative and ostensive items of the

subroutine, whereas the type 2 performative and ostensive items of the subroutine were mostly omitted (see Table 13). Additionally, when closely examining the division of type 1 and type 2 items, it could be seen that the difference in the number of type 1 performative and ostensive items is smaller, compared to the overall difference in the number of items. However, the type 2 performative and ostensive items were slightly represented by the factors. This indicated that the acquired factors and remaining items mostly measured the general concept of the performative and ostensive aspects withing the Takeaway Food Routine Questionnaire.

Consequently, seven factors were identified underlying the 33-item Takeaway Food Routine Questionnaire. Additionally, the results showed that the Takeaway Food Routine Questionnaire measured the performative and ostensive aspects together and within subroutines. These subroutines covered the general concept of the routine, whereas the more specific subroutines were not represented by the acquired factors and remaining items. Additionally, the factors consisted mostly of item pairs (see Table 11). Moreover, the results showed that this questionnaire measured the general concept of the subroutines, where mostly type 1 performative and ostensive items remained. This indicated that the performative and ostensive aspects of organizational routines could be measured within a quantitative way. However, this also indicated that these two aspects could only be measured generally and together within subroutines. In that way, the results contradicted the expectation of measuring both aspects separately and complete by a quantitative measurement tool in the form of a questionnaire.

Summary of the results

When comparing the results of the packing, delivering and takeaway food routines, it could be seen that the results of these routines were similar. All three routines showed that most of the acquired factors contained items of both the performative and ostensive aspects. This contradicted the expectation of measuring both aspects separately. Additionally, within all three

routines these factors represented subroutines of their related hospitality routine, which covered the general concept of their routine. Moreover, all three routines showed that mostly type 1 performative and ostensive items were represented by the factors, whereas type 2 performative and ostensive items were mostly omitted during the analysis. Since type 1 performative and ostensive items were items about the general actions and not the detailed actions, it could be indicated that the general concept of the subroutine was measured. Consequently, it can be said that the three questionnaires measured the general concept of the performative and ostensive aspects, whereas the specific in detailed concept was not measured. This contradicted the expectation of measuring the complete performative and ostensive aspects. These contradictions showed that the performative and ostensive aspects can be measured by a quantitative measurement tool in the form of a questionnaire, however they can only be measured generally and together. Therefore, it can be indicated that the performative and ostensive aspects of organizational routines can generally be measured by the 86-item hospitality routines questionnaire (see Appendix C).

Discussion

Interpretation of the results

The aim of this paper was to create a quantitative measurement tool which can assess the performative and ostensive aspects of organizational routines. This was necessary since current qualitative measurements are very labor-intensive, and not able to assess the complete routines. This study focused on hospitality routines that were available while the COVID-19 regulations were in place, but could still be executed after these regulations were lifted. These routines included packing food, delivering food and serving takeaway food. It was expected that this measurement tool would be able to assess the performative and ostensive aspects separately and complete. After analyzing the data, two main conclusions can be drawn.

The measurement of subroutines

First, it was expected that the performative and ostensive aspects of organizational routines would be measured separately, by one factor each. However, after analyzing the data it can be concluded that the performative and ostensive aspects are not measured separately, but together within several factors. Additionally, each of these factors represents a subroutine of either the packing, delivering or takeaway food routine. This can be explained by the fact that the items within the measured routines should be specific, but the routine itself should be specific as well (Pentland & Feldman, 2008). However, when looking at the routines and the acquired factors, it can be argued that the routines were not specific enough, where the routine should not have existed out of subroutines. Furthermore, when routines consist of subroutines, the items of those subroutines are expected to correlate more highly with each other than with items of other subroutines. Additionally, it was already expected that the item pairs would correlate highly due to the interdependency between the performative and ostensive aspects. These expected high correlations can explain why the factors represent both aspects together within subroutines, since high correlations between items can yield a factor between those items (Foster et al., 2011). Therefore, the fact that the routines existed out of distinguishable subroutines can explain why the performative and ostensive aspects were measured together, but not separately.

Furthermore, the result that the performative and ostensive aspects are measured together can also be explained by the time between the actual performance of the routine and the participation within this study. The longer the time between performing an action and participating in a study, the less likely the participants are to recall their exact performance (Bolger et al., 2003). Additionally, the ability to access and use the tacit knowledge of an actor involves the ability to retrieve routines from the memory of the actor (Cohen, 1991). So, when an actor is not able to recall their exact performance, their tacit knowledge will influence the

recalled actions performed within the routines. In this study, the average time between the actual performance and participation was 61 days. Consequently, it can be said that the time between the actual performance and participation was too long to recall the exact performance. Additionally, it can be said that the tacit knowledge of participants has likely influenced the way the performative aspect was recalled. However, the concept of tacit knowledge is also involved within the ostensive aspect (Cohen & Bacdayan, 1994). In that way, it is expected that the process of recalling the performative aspect was influenced by the ostensive aspect. Therefore, it is also expected that the participants gave similar answers to the statements of the performative and ostensive aspects. This can have resulted in higher correlations between the items of the performative and ostensive aspects, which can explain the result that items of both aspects were yielded together in a factor (Foster et al., 2011).

Consequently, the involvement of subroutines and tacit knowledge can explain the fact that the performative and ostensive aspects were measured together. In that way, they can explain why the results contradict the expectation of measuring both aspects separately.

The measurement of the general concept of organizational routines

Second, it was expected that the remaining items would be able to measure the complete performative and ostensive aspects. This was assumed because the questionnaire measured both type 1 and type 2 performative and ostensive items, which were items about the general and detailed concepts of the routine. This was in line with the studies conducted by several researchers (Aroles & McLean, 2016; Feldman, 2000; Rerup & Feldman, 2011; Suchman, 1983). However, the results show that mostly type 1 items remained, whereas type 2 items were mostly omitted during the analysis. During the analysis, 357 items (80.57%) were omitted, which were mostly type 2 performative and ostensive items. This shows that mostly the detailed performative and ostensive items were omitted, whereas most general performative and

ostensive items remained. Consequently, only the general concept of the routines was measured by the hospitality routines questionnaire.

This can be explained by the fact that the measurement of processes does not represent the actual execution of the routine (Suchman, 1995), but they are at best the idealized view on this execution (Pentland & Feldman, 2008). Additionally, participants answered the statements from their point of view, which can have resulted in different interpretations (Feldman & Pentland, 2003; Pentland & Feldman, 2008; Schutz, 1967) about the type 2 performative and ostensive items. Consequently, this can have resulted in lower correlations with the type 2 items, whereas type 1 items are expected to correlate highly. Furthermore, factors are based on correlations between items and the highly correlated items can yield factors together (Foster et al., 2011). This can explain the result of mostly type 1 performative and ostensive items remaining. Therefore, that measurement processes mostly measure the idealized view of the execution and are influenced by the point of view of the participant, can explain why only the general concept of the performative and ostensive aspects is measured.

Conclusion of the results

Concluding, it can be said that the performative and ostensive aspects can be measured in a quantitative way. However, these two aspects are measured together within subroutines, which cover the general concept of the routine. Additionally, the remaining items were mostly type 1 performative and ostensive items, which measure the general actions performed and needed in the routine. Consequently, the created quantitative measurement tool can measure the general concept of the performative and ostensive aspects of organizational routines, where both aspects are measured together within subroutines. Therefore, it can be concluded that the created measurement tool cannot overcome the barriers which current qualitative measurements are facing.

Limitations

There are a few limitations to this study that could have influenced the findings. First of all, only 72 participants completed all questionnaire items for at least 1 routine, which is a very poor sample size (Comrey & Lee, 1992). Additionally, Pedhazur and Schmelkin (1991) state that 50 participants per factor are necessary for a good factor analysis. Since this study expected two factors per routine but resulted with seven factors per routine, it can be concluded that the sample size of $n = 72$ was very poor. Therefore, the sample size of this study is seen as a limitation.

Second, when taking a closer examination at the demographic data of the participants, it can be seen that $n = 57$ (79.17%) were participants with a supervising function, and $n = 15$ (20.83%) were participants with a followers function. Consequently, it could be said that the followers functions were underrepresented. However, organizational routines are “carried out by multiple actors” (Feldman & Pentland, 2003, p. 95). These actors can be rule-makers or rule-supervisors, i.e., managers, and rule-followers, i.e., waiters and kitchen staff (Dionysiou & Tsoukas, 2013; Weichbrodt & Grote, 2010). Furthermore, within the performative aspect, the individual actions of an actor are interdependent with the individual actions of their colleagues, which can be seen as a collective performance (Feldman & Pentland, 2003). So, when not every actor is included within the routine, the routine cannot be enacted (Feldman & Pentland, 2003). Moreover, the different actors involved all have their own subjective understanding of the performative and ostensive aspects (Safavi, 2014). So, multiple actors are involved and should all be taken into account to successfully enact and measure a routine. However, the rule-followers were underrepresented within this study, and it can, therefore, be that not every involved actor was represented within the collected data. Additionally, actors have their own understanding of the enactment of the routine (Feldman & Pentland, 2003; Schutz, 1967), where a collective common understanding is necessary to be able to measure organizational routines

(Lin et al., 2020). Consequently, it can be said that not every involved actor within the routines was represented by the participants, which could have led to distorted answers. Therefore, the underrepresentation of rule-followers within this study is seen as a limitation.

Third, this study was not able to measure the complete routine. As mentioned before, one of the problems with qualitative measurements of the performative and ostensive aspects is that it is not always possible to measure the complete routine. This is due to the fact that routines do not always happen in the same place or at the same time (Pentland & Feldman, 2008). Here, the performative aspect is difficult to measure, since the performance is “usually distributed over time and space” (Pentland & Feldman, 2008, p.287). In that way, actions which are or need to be performed cannot always be measured qualitatively, i.e., by observations (Pentland & Feldman, 2008). However, it was expected that the created measurement tool could solve this problem of qualitative measurements. This tool asked the participants to think back to the last time that they worked within that routine. In that way, it was expected to resolve the problem of not being able to measure the actions occurring at different places and times. However, when analyzing the data and feedback given by participants, it can be concluded that the routine could not always be measured completely. This could be concluded because some actions of the routine occurred on different days. For example, a participant gave feedback that payment of the order can be done before, during or after the guests pick up their order. In that way, the payments do not always happen on the same day as the order is picked up. Consequently, these actions were not taken into account when the participants answered those statements. Therefore, it can be concluded that the created measurement tool is not able to always measure the complete performative aspect of organizational routines.

However, to understand organizational routines, it is important to be able to measure both aspects completely. Additionally, when these two aspects are completely measured, organizational processes (Argote, 1999; Feldman and Pentland, 2003; Knudsen, 2008; Levitt

and March, 1988; March, 1991), memory (Feldman, 2000; Pentland, 1995; Pentland & Rueter, 1994), stability and change (Feldman, 2000; Miner et al., 2008) can be explained. So, it can be said that it is of importance to be able to measure the complete performative and ostensive aspects. Therefore, that the created quantitative measurement tool is able to only measure the performative aspect throughout one day is seen as a limitation.

Implications

This study makes a few contributions to the existing literature. First, this study shows that not only the items should be specific, but the routines should be specific as well. To be able to measure organizational routines, the specific actions performed or needed, and executed by specific actors at specific times (Becker, 2005) have to be measured. Additionally, how these actions are actually performed or have to be performed need to be measured as well (Suchman, 1983). However, this study shows that the routine itself should be specific as well. This is due to the fact that clearly distinguishable subroutines can yield separate factors, where the performative and ostensive aspects are measured together. Consequently, it can be concluded that when creating a quantitative measurement tool to assess the performative and ostensive aspects of organizational routines, the routines should not consist of clearly distinguishable subroutines. This can be explained by the example of a waiter during dinner service (Pentland & Feldman, 2008). This example shows the routine of taking orders from the guests, which is perceived as one routine. When closely observing the following actions, it can be seen that this order includes starters, salads and beverages. However, the waiter sends a ticket to the kitchen to make the starters and salads, whereas the waiter sends a ticket to the bar to make the beverages. In that way, the action of taking the order was actually part of two separate routines. So, what in the beginning was perceived as one routine, actually consists of clearly distinguishable subroutines (Pentland, 1992). This can also be seen in the packing food routine, where packing the dishes and writing the instructions are actually separate routines.

Consequently, this study shows that a quantitative measurement tool will measure the performative and ostensive aspects together when a routine consists of distinguishable subroutines.

Second, this study shows that the performative aspect cannot be measured completely, when participants are asked about the actions performed during the last day they worked. As mentioned before, the performative aspect of organizational routines is “usually distributed over time and space” (Pentland & Feldman, 2008, p.287). So, the actions performed within the routine can occur in different places and times throughout the enactment of the routine, which can result in qualitative measurement of an incomplete routine (Pentland & Feldman, 2008). However, this study shows that these aspects cannot be measured completely by assessing the actions performed throughout one day, no matter where or at which time throughout the day the actions were performed. As mentioned before, the items within this study were formulated in a way that participants had to think back to the last time they worked within the routine. Nevertheless, the feedback given by the participants shows that several actions were performed on different days. These participants stated, therefore, that they certainly did not perform that action, even though they performed the action on a different day. For example, within the delivering and takeaway routine, payment could also be done before or after the day of delivering or picking up the food. However, when thinking back to the last time the participant worked within one of these routines, they had to state that the guests did not pay, even though they did it on a separate day. Therefore, this study contributes to existing literature that organizational routines should be measured on several moments throughout a certain timespan measurement.

Third, this study contributes to existing literature and practice that the performative and ostensive aspects of organizational routines can be measured in a quantitative way. However, it is important to take into account that both aspects are measured together, and only the general

concept of these aspects can be measured. As mentioned before, current qualitative measurements showed that both the general and in detail actions should be measured, to assess the complete routine (researchers (Aroles & McLean, 2016; Feldman, 2000; Rerup & Feldman, 2011; Suchman, 1983). In that way, the execution of the performative aspect and level of the ostensive aspect could be measured, which could show the organizational processes (Argote, 1999; Feldman and Pentland, 2003; Knudsen, 2008; Levitt and March, 1988; March, 1991). However, the measurement tool created in this study could mostly measure type 1 performative and ostensive items, whereas type 2 performative and ostensive items were slightly or not measured. Therefore, this study shows that the performative and ostensive aspects can only generally be measured when a quantitative measurement tool like a questionnaire is used.

Suggestions for future research

After analyzing the data, it can be concluded that the created measurement tool is not yet able to assess the performative and ostensive aspects completely. Consequently, this tool is not able to make current measurement less labor-intensive. However, this study opens up a few possibilities for future research, which will be given in the form of three recommendations. With these recommendations in mind, it is expected to get further in the right direction to be able to measure the complete performative and ostensive aspects of organizational routines in a less labor-intensive manner.

The diary study design

The first recommendation is to measure the performative and ostensive aspects several times during a certain timespan. The existing literature suggests that the enactment of the performative aspect is done by the performance of specific actions, by specific actors at a specific time (Becker, 2005; Feldman & Pentland, 2003). Additionally, within the qualitative measurements, this could not always be assessed since some routines occurred in different places or at different times (Pentland & Feldman, 2008). However, it can be concluded that the

created measurement tool is not always able to assess the complete routine. This can be concluded due to the fact that some actions can occur on different days, whereas the measurement tool asked about actions, performed or needed, throughout the last day the participant worked within the routine. For example, within the packing food routine, the cold dishes can be pre-packed on the day before the order is packed into boxes. Additionally, within the delivering and takeaway food routines, payment can be done on the day of the delivery and pick up, but it can also be done beforehand or afterwards. Consequently, these actions will not be taken into account when measuring the routine with the created measurement tool. Therefore, it is recommended to measure both aspects at several moments over a certain timespan.

This way of measurement can be done by the use of a diary study design (Bolger et al., 2003; Zhang & Luximon, 2020). Here, participants can answer type 1 and type 2 performative and ostensive items, at several moments during a certain timespan. This type of design provides information that is more natural and spontaneous, compared to the traditional designs (Reis, 1994, as cited in Bolger et al., 2003). Additionally, diary study designs provide information about human experiences and responses over time (Bolger et al., 2003; Zhang & Luximon, 2020), i.e., interaction processes (Almeida et al., 1999, Bolger et al., 2003 Downey et al., 1999) like organizational routines. When a diary study design is used, it is recommended to make use of the interval-contingent study design, which requires the participants to answer the items at the same time throughout the day (Bolger et al., 2003). In this way, the time between the performance and participation will be limited, which will improve the recalling of the exact performed actions (Bolger et al., 2003). Consequently, the actions on different moments in time represent collaboratively the enactment of the routine, which will be the complete routine. Therefore, it is recommended to use a diary study design when measuring organizational routines in a quantitative way.

Using dichotomous items.

The second recommendation is to use dichotomous items when creating a quantitative measurement tool to assess organizational routines. This is especially beneficial when a diary study design is used, since a challenge of diary studies is to keep participants committed and dedicated within a diary study design (Bolger et al., 2003). Therefore, it is recommended that the instrument needs to be short and should only take a few minutes to complete (Bolger et al., 2003; Converse & Presser, 1986). Additionally, it is important to have an easy-to-understand instrument (Reis & Gable, 2000). In that way, participants will stay committed and dedicated, and the dropout rate is expected to be lower than the dropout rate of this study.

This can be done by using dichotomous items, due to the fact that they are easy to understand and can influence the response patterns of participants (Whitehead et al., 1998). Within the created measurement tool, participants had to state whether they did or did not do something, and whether they had to or did not have to do something. These statements were answered by using a five-point Likert scale. The use of dichotomous answer options provides less information compared to the Likert scale (Whitehead et al., 1998). However, the answer options of “*certainly not*” and “*certainly*” within the created measurement tool are closely related to dichotomous answer options, like “*no*” and “*yes*”. Consequently, it can be said that dichotomous items will provide almost similar results as the five-point Likert scale items used within the created measurement tool. Therefore, it is recommended to use dichotomous items within the diary study design. Additionally, when validating this diary study questionnaire, it is recommended to look at the article of Whitehead et al. (1998), which gives insights in the validation of dichotomous items.

Measuring specific routines

The third recommendation is to measure specific routines, which do not contain clearly distinguishable subroutines. An example of such a specific routine is the payment routine or

writing the instructions routine. This is due to the fact that it is important to keep participants committed and dedicated, to obtain valid and reliable data, especially in diary study designs (Bolger et al., 2003). However, when looking at the dropout rate of this study, it can be seen that 77.36% of the participants dropped out before completing at least one routine. Furthermore, when closely examining the other 22.34%, it could be seen that not every participant completed the whole questionnaire. To lower this dropout rate, it is recommended to use short instruments, which take a few minutes to complete. This is in line with the study of Bolger and colleagues (2003), where they state that researchers prefer short diary instruments since it makes it more likely to keep participants committed.

However, it is important to note that a short diary instrument can lead to less in-depth data about the routines, since only a limited number of items can be used (Bolger et al., 2003). Therefore, it is important to measure specific routines, where not many different actions are necessary. In that way, both type 1 and type 2 performative and ostensive items can be measured in the suggested diary study design. Additionally, when routines do not contain distinguishable subroutines, the items of subroutines are less likely to only correlate highly with each other, but with items of other subroutines as well. Consequently, it is less likely that factors will be yielded for the subroutines (Foster et al., 2011). In that way, it is expected that the performative and ostensive aspects will be assessed separately, and, therefore, get further in the right direction to be able to measure both aspects quantitatively.

Conclusion

Concluding, this study shows that the performative and ostensive aspects of organizational routines can generally be measured, and together within subroutines. In that way, the created measurement cannot overcome the current barriers of qualitative measurements. However, three recommendations for future research have been made to come closer to being able to measure the performative and ostensive aspects completely. These recommendations

include using a diary study design with dichotomous items and using specific routines without distinguishable subroutines. Consequently, with these recommendations in mind, it is expected to overcome the barriers which the current measurements of the performative and ostensive aspects of organizational routines are facing.

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Appendix A: The 443-item Hospitality Routines Questionnaire

Q1 Welkom bij het onderzoek naar organisatie routines in de horeca! We zijn geïnteresseerd om organisatie routines in de horeca te begrijpen. Daarvoor krijg jij in dit onderzoek een aantal handelingen te zien die relevant zijn voor routines in de horeca. Er wordt aan je gevraagd om aan te geven welke handelingen op jou van toepassing zijn. Jouw antwoorden zullen vertrouwelijk behandeld worden. Jouw deelname aan dit onderzoek zal ongeveer 20 minuten duren. Deelname aan dit onderzoek is geheel vrijwillig. De antwoorden die je geeft in dit onderzoek zijn anoniem en kunnen niet terug getraceerd worden naar jou of het bedrijf waar jij werkt. Daarnaast zal alle data veilig opgeslagen worden en niet verspreid worden. Je kunt als deelnemer jouw medewerking aan het onderzoek te allen tijde stoppen en zonder reden aan te geven. Echter kunnen wij jouw gegevens alleen verwijderen als je precies weet welke antwoorden je gegeven hebt. Het stopzetten van deelname heeft geen nadelige gevolgen voor je. Dit onderzoek wordt uitgevoerd door Mark Bonvanie, student Onderwijskunde aan de Universiteit Twente. Het doel van dit onderzoek is om de specifieke acties en het bijbehorende script van een aantal handelwijze in de horeca in kaart te brengen. Bij het klikken op de onderstaande knop erken je dat:

- Dat je vrijwillig deelneemt aan dit onderzoek
- Je bent ervan bewust dat je op elk moment jouw deelname stop kan zetten
 - Ik stem toe om deel te nemen, begin met het onderzoek
 - Ik stem niet in en wens niet deel te nemen aan dit onderzoek

Q2 Wat is je geslacht?

- Man
- Vrouw
- Geen van beide, namelijk:

- Dit wil ik niet zeggen

Q3 Wat is je leeftijd?

Q4 Wat is jouw functie? (Er zijn meerdere antwoorden mogelijk en ga hierbij uit van een situatie waarin de horeca open is en er geen nationale lockdown is)

- Bediening
- Leidinggevende
- Kok
- Chef
- Stagiaire keuken
- Leerling keuken
- Stagiaire bediening
- Leerling bediening
- Bedrijfsleider
- Eigenaar
- Keukenhulp
- Afwasser
- Bezorger

- Allround medewerker
- Anders, namelijk ... _____

Q5 Wat is jouw functie op het moment van invullen?

Q6 Hoeveel uur werk je per week? (Gemiddeld)

Q7 Hoeveel jaar ben je werkzaam bij het huidige bedrijf waar je nu werkt?

Q8 Hoeveel jaar werkervaring heb je in de horeca?

Q9 Onder welk soort horeca valt het bedrijf waar je nu werkzaam bent? (Er zijn meerdere antwoorden mogelijk)

- Drankensector (bijvoorbeeld cafés, discotheken en kroegen)
- Fastfoodsector (bijvoorbeeld snackbars, lunchrooms en ijssalons)
- Restaurantsector (bijvoorbeeld eetcafés, bistro's en restaurants)
- Hotelsector (bijvoorbeeld hotels, motels en pensions)
- Anders, namelijk ... _____

Q10 Heb je tijdens je werk wel eens bestellingen verpakt?

- Ja
- Nee

Q11 Straks krijg je een aantal handelingen te zien die uitgevoerd kunnen worden tijdens het verpakken van bestellingen. Het kan dat niet al deze handelingen voor jou van toepassing zijn. Het is daardoor niet erg als je aangeeft dat je iets niet doet. Als iets voor jou niet van toepassing is, geef je dit aan met "zeker niet".

Hoelang is het geleden dat je voor de laatste keer bestellingen hebt verpakt bij het bedrijf waar je nu werkzaam bent?

Q12 Hoe goed kan jij jouw specifieke acties herinneren tijdens de laatste keer dat je bestellingen hebt verpakt?

	Helemaal niet herinneren	Een beetje herinneren	Gemiddeld herinneren	Bijna helemaal herinneren	Precies herinneren
Ik kan mij dit...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 Denk eens terug aan de laatste keer dat je bestellingen hebt verpakt bij het bedrijf waar je nu werkzaam bent. Welk van de onderstaande handelingen heb je daadwerkelijk uitgevoerd tijdens de laatste keer dat je bestellingen hebt verpakt? Het is hierbij belangrijk om te

onthouden dat je aangeeft wat je daadwerkelijk hebt gedaan, ongeacht of je het ook zo zou moeten doen.

Q14 Tijdens de laatste keer dat ik bestellingen heb verpakt, heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... een mondkapje gedragen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand gehouden van mijn collega's.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de dozen goed in elkaar gevouwen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de dozen goed dicht geplakt aan de onderkant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... genoeg dozen gevouwen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... goed opgelet dat de bestellingen per bon werden afgemaakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de doos geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de tas geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de recepturen geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de lay-out van de recepturen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

consistent gehouden.					
... de spelling van de recepturen gecontroleerd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten per persoon verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten per meerdere personen verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in plastic bakjes verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in aluminium bakjes verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in papieren bakjes verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in piepschuimbakjes verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in papieren zakjes verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten op een plastic hapjesschaal verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten in folie verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten in een warmhoudbak verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten in een doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in een plastic tas gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in een papieren tas gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de koude gerechten eerst in de tas of doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten eerst in de tas of doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de zwaardere gerechten eerst in de tas of doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de lichtere gerechten eerst in de tas of doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in bakjes eerst in de tas of doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten op een willekeurige	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

volgorde in de tas of doos gedaan.					
... de gerechten niet op elkaar in de tas of doos gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... warme en koude gerechten apart van elkaar in een tas of doos ingepakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afwijkende gerechten in een speciale doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afwijkende gerechten in een speciale tas gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de instructies bij de bestelling gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een bedankt kaartje bij de bestelling gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een reclame kaartje van mijn bedrijf bij de bestelling gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een reclame	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

kaartje van een externe partij bij de bestelling gedaan.					
... de bestellijst aan de tas of doos geplakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellijst aan de tas of doos geniet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de inhoud van de tas of doos gecheckt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de tas of doos dicht gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de tas of doos dicht geplakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bijgerechten los in een tas of doos gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bijgerechten los bij de bestelling gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alle dozen en tassen van de bestelling bij elkaar gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de naam van de gast op de tas of doos geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het adres van de gast op de tas of doos geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een leuke tekst op de tas of doos geschreven, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik nog iets anders gedaan dan hierboven aangegeven, namelijk:

Q20 Bij het verpakken van de bestellingen zijn er ook een aantal handelingen die gedaan moeten worden. Het is hierbij niet van belang dat jij deze acties ook hebt uitgevoerd. De handelingen die je krijgt te zien zijn niet allemaal van toepassing voor het bedrijf waar je werkt. Het is daardoor ook niet erg als je aangeeft dat iets niet moet doen.

Q21 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... alle aanwezige werknemers een mondkapje dragen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
.. alle aanwezige werknemers afstand houden van elkaar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de dozen goed in elkaar gevouwen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de dozen aan de onderkant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

goed dicht geplakt worden.					
... genoeg dozen gevouwen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alle bestellingen per bon afgemaakt worden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de doos geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de tas geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de recepturen geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de lay-out van de recepturen consistent zijn.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de spelling van de recepturen gecontroleerd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten per persoon verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de gerechten per meerdere personen verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in plastic bakjes verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in aluminium bakjes verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in papieren bakjes verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in piepschuimbakjes verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in papieren zakjes verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten op een plastic hapjesschaal verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten in folie verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten in een warmhoudbak verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q23 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten in een doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in een plastic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

tas gedaan worden.					
... de gerechten in een papieren tas gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de koude gerechten eerst in de tas of doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten eerst in de tas of doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de zwaardere gerechten eerst in de tas of doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de lichtere gerechten eerst in de tas of doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in bakjes eerst in de tas of doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten op een willekeurige volgorde in de tas of doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de gerechten niet op elkaar gezet worden in de tas of doos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de koude en warme gerechten in een aparte tas of doos verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de afwijkende gerechten in een speciale doos verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de afwijkende gerechten in een speciale tas verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q24 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... instructies bij de bestellingen gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... bedankt kaartjes bij de bestellingen gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... reclamekaartjes van de zaak bij de bestellingen gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... reclame kaartjes van externe partijen bij de bestellingen gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... bestellijsten aan de tas of doos vastgeplakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... bestellijsten aan de tas of doos vastgeniet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q25 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de inhoud van de tassen en dozen gecheckt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de tas of doos dichtgedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de tas of doos dichtgeplakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bijgerechten los in een tas of doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bijgerechten los bij de bestelling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

gezet worden.					
... alle tassen en dozen van de bestelling bij elkaar gezet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de namen van de gasten op de tassen en dozen geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de adressen van de gasten op de tassen en dozen geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... leuke teksten op de tassen en dozen geschreven worden, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q26 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen nog iets anders gedaan worden dan hierboven aangegeven is, namelijk:

Q27 Heb je tijdens je werk wel eens bestellingen bezorgd?

- Ja
- Nee

Q28 Straks krijg je een aantal handelingen te zien die uitgevoerd kunnen worden tijdens het bezorgen van bestellingen. Het kan dat niet al deze handelingen voor jou van toepassing zijn. Het is daardoor niet erg als je aangeeft dat je iets niet doet. Als iets voor jou niet van toepassing is, geef je dit aan met "zeer niet".

Hoelang is het geleden dat je voor de laatste keer bestellingen hebt bezorgd bij het bedrijf waar je nu werkzaam bent?

Q29 Hoe goed kan jij jouw specifieke acties herinneren tijdens de laatste keer dat je bestellingen hebt bezorgd?

	Helemaal niet herinneren	Een beetje herinneren	Gemiddeld herinneren	Bijna helemaal herinneren	Precies herinneren
Ik kan mij dit...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30 Wie bezorgt er bij het bedrijf waar jij werkzaam bent?

- Managementpersoneel
- Bedieningspersoneel
- Keukenpersoneel
- Bezorgers
- Iedereen
- Hierboven aangevinkt personeel met uitzondering van personeel zonder rijbewijs
- Anderen, namelijk: _____

Q31 Bij het bedrijf waar ik werkzaam ben wordt bezorgd per ...

- ... auto
- ... bus
- ... scooter
- ... brommer
- ... motor
- ... fiets
- ... bakfiets
- ... iets anders, namelijk: _____

Q32 Bij het bedrijf waar ik werk worden ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... warme gerechten bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... koude gerechten bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... finish it yourself gerechten bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... finish it yourself menu's bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... drankjes bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... andere opties bezorgd, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33 Denk eens terug aan de laatste keer dat je bestellingen hebt bezorgd bij het bedrijf waar je nu werkzaam bent. Welk van de onderstaande handelingen heb je daadwerkelijk uitgevoerd tijdens de laatste keer dat je bestellingen hebt bezorgd? Het is hierbij belangrijk om te onthouden dat je aangeeft wat je daadwerkelijk hebt gedaan, ongeacht of je het ook zo zou moeten doen.

Q34 De laatste keer dat ik heb bezorgd heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... 1 bestelling per rit bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... waar mogelijk meerdere bestellingen per rit bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... meerdere bestellingen per rit bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alle bestellingen in 1 keer bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35 De laatste keer dat ik heb bezorgd heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... een bezorglijst gemaakt op volgorde van bezorgtijd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een bezorglijst gemaakt op	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

volgorde van adressen.					
... de bestellingen gecheckt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het juiste aantal bestellingen in het vervoermiddel gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gasten gebeld als ik iets eerder ben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... nooit later dan de afgesproken tijd bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q36 De laatste keer dat ik heb bezorgd heb ik bezorgd ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... met navigatie van het vervoersmiddel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... met navigatie van mijn telefoon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... zonder navigatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37 De laatste keer dat ik heb bezorgd heb/ben ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... voor de deur geparkeerd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geparkeerd waar een plek vrij was.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... een mondkapje gedragen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de tas of doos gedesinfecteerd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... mijn handen gedesinfecteerd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling voor de deur gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op een tafel naast de deur gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op een krukje voor de deur gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling vastgehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling vastgehouden als ik het nergens op kon zetten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangebeld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeklopt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... telefonisch gebeld dat ik er ben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een stapje achteruit gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... voor de deur blijven staan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... weggelopen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand gehouden van de deur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... afstand gehouden van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand gehouden van de gasten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q38 De laatste keer dat ik heb bezorgd en ik het adres niet kon vinden of er niet open werd gedaan heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... nogmaals aangebeld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... nogmaals aangeklopt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gebeld dat ik er ben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gebeld dat ik het niet kan vinden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... nogmaals gezocht naar het adres.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling voor de deur laten staan bij geen gehoor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... blijven bellen totdat iemand opneemt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling mee terug genomen bij geen gehoor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q39 Tijdens de laatste keer dat ik heb bezorgd en de gast opendeed ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
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... heb ik de gast formeel begroet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast informeel begroet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast begroet op gevoel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik aangegeven waar ik werk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik een praatje gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... ben ik gelijk weer weg gegaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de bestelling aan de gast aangegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de bestelling bij de gast binnen gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast uitleg gegeven over de inhoud van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast uitgelegd dat de recepturen bij de bestelling in zitten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast uitgelegd dat de recepturen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

gemaild worden.					
... heb ik de gast uitgelegd hoe de gerechten afgemaakt kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik aangegeven dat de uitleg telefonisch is gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast uitgelegd dat de warme gerechten in de oven warm gehouden kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast uitgelegd dat de warme gerechten in de oven warm gehouden kunnen worden op een specifiek aantal graden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast aangegeven dat het dessert in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast aangegeven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

dat de gehele
bestelling in
de koelkast
bewaard kan
worden.

Q40 De laatste keer dat ik heb bezorgd en betaald moest worden heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... handschoenen aan bij het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat in de hand gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat aan een stok gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat gedesinfecteerd voor het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat gedesinfecteerd na het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... contant geld aangenomen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... wisselgeld teruggegeven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... handschoenen aan bij contant betaling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat de tikkie later komt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... aangegeven dat de tikkie al is betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gegevens genoteerd voor het op rekening zetten van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het bonnetje aan de gast gegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat het bonnetje gemaïld wordt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... niets aangegeven over de betaling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... niet hoeven afrekenen met gasten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q41 Tijdens de laatste keer dat ik heb bezorgd ging ik weg en heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gast bedankt voor de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... smakelijk eten gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geniet ervan gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alstublieft gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fijne avond gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat de recepturen makkelijk af	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

te maken
zijn.

Q42 Tijdens de laatste keer dat ik heb bezorgd en er iets mis ging heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... dit nabezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten gebeld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... met de gasten een oplossing bedacht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten iets gratis van het huis mee gegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q43 Tijdens de laatste keer dat ik heb bezorgd heb ik nog iets anders gedaan dan wat hierboven is benoemd, namelijk:

Q44 Bij het bezorgen van de bestellingen zijn er ook een aantal handelingen die gedaan moeten worden. Het is hierbij niet van belang dat jij deze acties ook hebt uitgevoerd. De handelingen die je krijgt te zien zijn niet allemaal van toepassing voor het bedrijf waar je werkt. Het is daardoor ook niet erg als je aangeeft dat iets niet moet doen.

Q45 Bij het bezorgen van bestellingen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... 1 bestelling per rit bezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... waar mogelijk meerdere bestellingen per rit bezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... meerdere bestellingen per rit bezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alle bestellingen in 1 keer bezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q46 Voordat bestellingen bezorgd worden moet(en) ...					
	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... een bezorglijst gemaakt worden op volgorde van bezorgtijd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een bezorglijst gemaakt worden op volgorde van adressen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen gecheckt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het juiste aantal bestellingen in het vervoermiddel gezet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gasten gebeld worden dat de bezorger er eerder is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen nooit later dan de afgesproken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

tijd bezorgd
worden.

Q47 Tijdens het bezorgen van bestellingen moet bezorgd worden ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... via navigatie van het vervoersmiddel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... via navigatie van de telefoon.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... zonder navigatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q48 Tijdens het bezorgen van bestellingen moet(en) de bezorger ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... voor de deur parkeren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... parkeren waar een plek vrij is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een mondkapje dragen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de doos of het tasje desinfecteren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de handen desinfecteren voor elke bezorging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling voor de deur zetten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op een tafel naast de deur zetten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de bestelling op een krukje voor de deur zetten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling vasthouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling vasthouden als het nergens op gezet kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aanbellen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aankloppen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... telefonisch bellen dat de bezorger er is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een stap achteruit doen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... voor de deur blijven staan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... weg lopen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand houden van de deur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand houden van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand houden van de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q49 Als de bezorger het adres niet kan vinden of als er niet wordt open gedaan dan moet de bezorger ...

Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
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... nogmaals aanbellen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... nogmaals aankloppen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... bellen dat de bezorger er is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... bellen dat de bezorger het niet kan vinden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... nogmaals op zoek naar het adres.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling voor de deur laten staan bij geen gehoor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... telefonisch blijven bellen totdat iemand opneemt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling mee terug nemen bij geen gehoor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q50 Tijdens het bezorgen van bestellingen moet de bezorger ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gast formeel begroeten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gast informeel begroeten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gast begroeten op gevoel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven vanuit welk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

bedrijf de bezorging komt.					
... een praatje met de gast houden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gelijk weer weg gaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling aan de gast aangeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling bij de gast binnenzetten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleggen over de inhoud van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleggen dan de recepturen erbij in zitten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleggen dat de recepturen gemaild worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleggen hoe de gerechten afgemaakt kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat de uitleg telefonisch is gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleggen dat de gerechten in de oven warm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

gehouden kunnen worden.					
... uitleggen dat de gerechten in de oven op een specifiek aantal graden in de oven warm gehouden kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat het dessert in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat de gehele bestelling in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q51 Tijdens het afrekenen van de bezorgde bestelling moet de bezorger ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... handschoenen dragen tijdens het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat in de hand houden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat aan een stok houden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat desinfecteren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

voor het pinnen.					
... het pinapparaat desinfecteren na het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... contant geld aannemen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... wisselgeld terug geven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... handschoenen dragen bij contant betaling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat het tikkie later komt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat de bestelling al is betaald per tikkie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gegevens noteren om de bestelling op rekening te zetten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het bonnetje geven aan de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat het bonnetje gemaïld wordt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... niets aangeven over de betaling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... niets afrekenen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q52 Tijdens de bezorging moet de bezorger ...					
	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gast bedanken voor de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... smakelijk eten zeggen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geniet ervan zeggen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alstublieft zeggen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fijne avond zeggen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat de recepturen makkelijk af te maken zijn.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q53 Als tijdens de bezorging een fout gemaakt wordt, dan moet ...					
	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... dit nabezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gast gebeld worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... samen met de gast een oplossing bedacht worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de gast iets gratis van het huis gegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q54 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het bezorgen van de bestellingen nog iets anders gedaan worden dan hierboven aangegeven is, namelijk:

Q55 Heb je tijdens je werk wel eens gewerkt met bestellingen die afgehaald werden?

- Ja
- Nee

Q56 Straks krijg je een aantal handelingen te zien die uitgevoerd zouden kunnen worden als bestellingen afgehaald worden. Het kan dat niet al deze handelingen voor jou van toepassing zijn. Het is daardoor niet erg als je aangeeft dat je iets niet doet. Als iets voor jou niet van toepassing is, geef je dit aan met "zekeer niet".

Hoelang is het geleden dat je voor de laatste keer gewerkt hebt met bestellingen die afgehaald werden bij het bedrijf waar je nu werkzaam bent?

Q57 Hoe goed kan jij jouw specifieke acties herinneren tijdens de laatste keer dat je hebt gewerkt met bestellingen die afgehaald werden?

	Helemaal niet herinneren	Een beetje herinneren	Gemiddeld herinneren	Bijna helemaal herinneren	Precies herinneren
Ik kan mij dit ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q58 Bij het bedrijf waar ik werk kunnen gasten ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... warme gerechten afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... koude gerechten afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... finish it yourself gerechten afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... finish it yourself menu's afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... drankjes afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... iets anders afhalen, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q59 Bij het bedrijf waar ik werk worden bij het afhalen van bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de warme gerechten à la minute afgemaakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen al voorverpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten al voorverpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten vlak voor het afhaal moment afgemaakt en verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten à la minute afgemaakt en verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q60 Bij het bedrijf waar ik werk wordt bij het afhalen van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... binnen betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... buiten betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... online betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... vooraf betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... achteraf betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... anders betaald, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q61 Denk eens terug aan de laatste keer dat je hebt gewerkt met afhaal bestellingen bij het bedrijf waar je nu werkzaam bent. Welk van de onderstaande handelingen heb je daadwerkelijk uitgevoerd tijdens de laatste keer dat je hebt gewerkt met afhaal bestellingen? Het is hierbij belangrijk om te onthouden dat je aangeeft wat je daadwerkelijk hebt gedaan, ongeacht of je het ook zo zou moeten doen.

Q62 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestellingen gecheckt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen ingepakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... ervoor gezorgd dat mijn collega's de bestellingen hebben ingepakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellijsten klaargelegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de keuken op de hoogte gebracht van de bestellingen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q63 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik gasten ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... binnen geholpen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... bij een afhaaloket buiten geholpen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geholpen nadat ze aanbelden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... bij de drive through geholpen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q64 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... een mondkapje gedragen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een mondkapje gedragen als de gasten dat willen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de deur opengehouden voor gasten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten formeel begroet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten informeel begroet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten begroet op gevoel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten begroet met een hand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de gasten begroet met een knuffel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten begroet met een ellenboog.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de COVID-19 vragenlijst doorgenomen met de gasten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q65 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik na het begroeten ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... gevraagd of de gast heeft besteld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de gast gevraagd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een kort praatje gehouden met de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling van de gast opgenomen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven waar de gast kan wachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... mijn handen gedesinfecteerd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de bestelling aan de keuken doorgegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de nieuwe bestelling aan de keuken doorgegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de gast tussen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

de bestellingen die klaarstaan gezocht.					
... de bestelling van de gast zelf gepakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling van de gast gekregen van mijn collega's.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q66 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestelling gecheckt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling aan mijn collega meegegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... mijn collega ingelicht naar wie de bestelling moet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling laten vallen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling doorgenomen met de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op een tafel gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling aan de gast aangegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de bestelling op de grond neergezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op de bar gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling in de auto van de gast gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de juiste bestelling aan de juiste gast meegegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand gehouden van de gast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand gehouden van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de inhoud van de bestelling uitgelegd aan de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitgelegd dat de recepturen erbij zitten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitgelegd dat de recepturen gemaïld worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitgelegd hoe de gerechten afgemaakt kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitgelegd dat de gerechten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

warm gehouden kunnen worden in de oven.					
... uitgelegd dat de gerechten warm gehouden kunnen worden in de oven op een specifiek aantal graden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat het dessert in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat de bestelling in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeef dat de uitleg telefonisch is gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q67 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... handschoenen gedragen bij het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat in de hand gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... het pinapparaat aan een stok gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat gedesinfecteerd voor het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat gedesinfecteerd na het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... contant geld aangenomen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... wisselgeld teruggegeven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... handschoenen aan bij contant betaling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat de tikkie later komt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat de tikkie al is betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gegevens genoteerd voor het op rekening zetten van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het bonnetje aan de gast gegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat het bonnetje gemaild wordt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... niets aangegeven over de betaling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... niet hoeven afrekenen met gasten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q68 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik voordat gasten weg gingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... bedankt voor de bestelling gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... smakelijk eten gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geniet ervan gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alstublieft gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fijne avond gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven dat de recepturen makkelijk af te maken zijn.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... iets anders aangegeven, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q69 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik toen gasten te vroeg waren ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... aangegeven dat ze even moeten wachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geprobeerd de bestelling eerder klaar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

te laten maken.					
... aangegeven waar ze moeten wachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... ik de voorverpakte bestelling gegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q70 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik toen gasten te laat waren ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten warm gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten voor een beperkt aantal minuten warm gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gebeld waar ze blijven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gebeld of het ook bezorgd kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q71 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik toen er iets mis ging ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... dit nabezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de gasten gebeld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... met de gasten een oplossing bedacht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten iets gratis van het huis mee gegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q72 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik nog iets anders gedaan dan wat eerder is benoemd, namelijk:

Q73 Bij het werken met afhaal bestellingen zijn er ook een aantal handelingen die gedaan moeten worden. Het is hierbij niet van belang dat jij deze acties ook hebt uitgevoerd. De handelingen die je krijgt te zien zijn niet allemaal van toepassing voor het bedrijf waar je werkt. Het is daardoor ook niet erg als je aangeeft dat iets niet moet doen.

Q74 Voordat gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestellingen gecheckt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen al ingepakt zijn.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen ingepakt worden doordat collega's elkaar aansturen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellijsten klaarliggen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de keuken op de hoogte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

zijn van de
bestellingen.

Q75 Als gasten de bestelling komen afhalen moet dat ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... binnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... buiten bij een afhaaloket.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... door aan te bellen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... buiten door een drive through.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q76 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... het personeel een mondkapje dragen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het personeel een mondkapje dragen als gasten dat willen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de deur open gehouden worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten formeel begroet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten informeel begroet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de gasten op gevoel begroet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten begroet worden met een hand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten begroet worden met een knuffel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten begroet worden met een ellenboog.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de COVID-19 vragenlijst doorgenomen worden met de gasten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q77 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... gevraagd worden of de gast heeft besteld.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de gast gevraagd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een kort praatje gehouden worden met de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling van de gast opgenomen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... aangegeven worden dat gasten kunnen wachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... handen gedesinfecteerd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de bestelling aan de keuken doorgegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de nieuwe bestelling aan de keuken doorgegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de gast gezocht worden tussen de bestellingen die klaarstaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling gepakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling aangegeven worden door collega's.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q78 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestelling nagekeken worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling gegeven worden aan de juiste collega.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... collega's ingelicht	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

worden over welke bestelling bij welke gast hoort.					
... de bestellingen vallen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling doorgenomen worden met de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op een tafel gezet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling aan de gast aangegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op de grond gezet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling op de bar gezet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling in de auto van de gast gezet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de juiste bestelling aan de juiste gast meegegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... afstand gehouden worden van de gast.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... afstand gehouden worden van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleg gegeven worden over de inhoud van de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleg gegeven worden dat de recepturen erbij zitten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleg gegeven worden dat de recepturen gemaild worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleg gegeven worden hoe de gerechten afgemaakt moeten worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven worden dat de warme gerechten in de oven warm gehouden kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven worden dat de warme gerechten in de oven warm gehouden kunnen worden op	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

een specifiek aantal graden.					
...					
aangegeven worden dat het dessert in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...					
aangegeven worden dat de gehele bestelling in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...					
aangegeven worden dat de uitleg telefonisch is gebeurd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q79 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... handschoenen gedragen worden tijdens het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat in de hand gehouden worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat aan een stok gehouden worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het pinapparaat gedesinfecteerd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

worden voor het pinnen.					
... het pinapparaat gedesinfecteerd na het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... contant geld aangenomen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... wisselgeld terug gegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... handschoenen gedragen worden bij contant betaling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven worden dat de tikkie later komt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven worden dat de bestelling al is betaald per tikkie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gegevens genoteerd worden om de bestelling op rekening te zetten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... het bonnetje aan de gast gegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven worden dat het bonnetje gemaïld wordt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... niet aangegeven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

worden over de betaling.					
... niets afgerekend worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q80 Als gasten de bestelling komen afhalen moet voordat ze weg gaan ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... bedankt voor de bestelling gezegd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... smakelijk eten gezegd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geniet ervan gezegd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alstublieft gezegd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fijne avond gezegd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven worden dat de recepturen makkelijk af te maken zijn.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q81 Als gasten de bestelling komen afhalen en ze zijn te vroeg, dan moet ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... aangegeven worden dat ze even moeten wachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... gezorgd worden dat de bestelling alvast afgemaakt wordt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangegeven worden waar de gasten kunnen wachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de voorverpakte bestelling gegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q82 Als gasten de bestelling komen afhalen en ze zijn te laat, dan moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten warm gehouden worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten voor een specifiek aantal minuten warm gehouden worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gebeld worden waar de gasten blijven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten gebeld worden of het ook bezorgd kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q83 Als gasten de bestelling komen afhalen en iets gaat mis, dan moet(en)

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... dit nabezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gast gebeld worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... samen met de gast een oplossing bedacht worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gast iets gratis van het huis gegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q84 Als gasten de bestelling komen afhalen moet naast wat hierboven benoemd is nog iets gebeuren, namelijk:

Q85 Bedankt voor het deelnemen aan dit onderzoek. Mocht u nog vragen hebben dan kunt u de onderzoeker Mark Bonvanie benaderen via m.r.bonvanie@student.utwente.nl. Mocht u op de hoogte gehouden willen worden van de resultaten dan kunt u in de onderstaande tekst box uw emailadres noteren. Om de survey definitief af te ronden kunt u op de volgende knop drukken

Appendix B: Interview Scheme

Welkom bij dit interview en bedankt dat je hieraan mee wilt doen. Vind je het goed als ik dit interview opneem? Dit interview gaat over specifieke acties en het script achter deze acties tijdens een aantal handelwijze in restaurants. Eerst ga ik vragen naar de acties die uitgevoerd worden tijdens deze handelwijze. Daarna gaan we het hebben over hoe het officieel zou moeten. Het is belangrijk dat je alles aangeeft wat je hierbij kan bedenken en het is niet erg als de acties en hoe het officieel moet verschillen. Het gaat erom dat beide processen, hoe specifiek ook, in die specifieke handelingen in kaart gebracht kunnen worden. Wij gaan het hebben over drie handelwijze. De eerste handelwijze gaat over het openen van het restaurant, de tweede handelwijze over eten serveren en de derde handelwijze over het schoonmaken van de koffiemachine. Dit interview gaat over het bedrijf waar jij nu werkt, maar ook over jouw kennis en ervaring in deze handelwijze. Op die manier krijgen we het beste de specifieke acties en het script in die handelwijze in kaart.

HANDELWIJZE 1 (Openen van het restaurant):

1. Als eerst zou ik het willen hebben over de handelwijze van het openen van het restaurant. Denk terug aan de laatste keer dat je het restaurant hebt geopend in de lockdown. Welke specifieke acties voeren jij en jouw collega's hierbij uit? Onthoud hierbij dat het alleen gaat over wat daadwerkelijk uitgevoerd wordt, niet wat officieel zou moeten.
 - a. Doorvragen over:
 - i. Bar
 - ii. Kassa
 - iii. Toiletten
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Door wie?
 - vii. Extra
2. Nu hebben we het gehad over de acties waarvan je weet dat die uitgevoerd moeten worden in deze handelwijze. Maar wat moet je officieel doen tijdens deze handelwijze?
 - a. Doorvragen over:
 - i. Bar
 - ii. Kassa
 - iii. Toiletten
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Extra
3. Denk terug aan de laatste keer dat je het restaurant hebt geopend toen de horeca nog open was. Is er een verschil in de specifieke acties die je toen uitvoerde, vergeleken met hoe je dit hebt gedaan in de lockdown? Welke specifieke acties voeren jij en jouw collega's hierbij uit? Onthoud hierbij dat het alleen gaat over wat daadwerkelijk uitgevoerd wordt, niet hoe het officieel zou moeten.
 - a. Doorvragen over:
 - i. Bar

- ii. Kassa
 - iii. Toiletten
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Door wie?
 - vii. Extra
4. Nu hebben we het gehad over de acties waarvan je weet dat die uitgevoerd moeten worden in deze handelwijze. Maar wat moet je officieel doen tijdens deze handelwijze?
- a. Doorvragen over:
 - i. Bar
 - ii. Kassa
 - iii. Toiletten
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Extra
5. Voorafgaande aan het interview heb ik een lijst gemaakt met de acties en regelgeving van wat ik uit mijn ervaring weet dat gebeurt bij openen van het restaurant. Denk terug aan jouw ervaring binnen jouw eigen bedrijf, maar ook in andere bedrijven. Zou je mij kunnen vertellen wat jij hier mist?

HANDELWIJZE 2 (eten serveren):

1. Daarnaast zou ik het willen hebben over de handelwijze van het serveren van eten. Hierbij gaan we het hebben over het bezorgen van eten, het afhalen van eten en hoe eten geserveerd wordt als het restaurant open is. Hierbij is het belangrijk dat je aangeeft hoe en door wie het verpakken van de gerechten gebeurt, hoe er naar de gasten toe gereden/gelopen wordt en hoe het eten bezorgd/geserveerd wordt.
2. Denk terug aan de laatste keer dat je eten hebt bezorgd. Welke specifieke acties voeren jij en jouw collega's hierbij uit? Onthoud hierbij dat het alleen gaat over wat daadwerkelijk uitgevoerd wordt, niet hoe het officieel zou moeten.
- a. Doorvragen over:
 - i. Afstand
 - ii. Mondkapje
 - iii. Uitleg
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Door wie?
 - vii. Extra
 - b. Daarnaast over:
 - i. Verpakken vd gerechten
 - ii. Gerechten samen inpakken (doos/tas/anders?)
 - iii. Route
 - iv. Hoeveel bezorgingen tegelijkertijd
 - v. Besteltijd

3. Nu hebben we het gehad over de acties waarvan je weet dat die uitgevoerd moeten worden in deze handelwijze. Maar wat moet je officieel doen tijdens deze handelwijze?
 - a. Doorvragen over:
 - i. Afstand
 - ii. Mondkapje
 - iii. Uitleg
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Extra
 - b. Daarnaast over:
 - i. Verpakken vd rechten
 - ii. Gerechten samen inpakken (doos/tas/anders?)
 - iii. Route
 - iv. Hoeveel bezorgingen tegelijkertijd
 - v. Besteltijd
4. Denk terug aan de laatste keer dat een bestelling werd afgehaald. Welke specifieke acties voeren jij en jouw collega's hierbij uit? Onthoud hierbij dat het alleen gaat over wat daadwerkelijk uitgevoerd wordt, niet hoe het officieel zou moeten.
 - a. Doorvragen over:
 - i. Afstand
 - ii. Mondkapje
 - iii. Uitleg
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Door wie?
 - vii. Extra
 - b. Daarnaast over:
 - i. Verpakken vd rechten
 - ii. Gerechten samen inpakken (doos/tas/anders?)
 - iii. Besteltijd
5. Nu hebben we het gehad over de acties waarvan je weet dat die uitgevoerd moeten worden in deze handelwijze. Maar wat moet je officieel doen tijdens deze handelwijze?
 - a. Doorvragen over:
 - i. Afstand
 - ii. Mondkapje
 - iii. Uitleg
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Extra
 - b. Daarnaast over:
 - i. Verpakken vd rechten
 - ii. Gerechten samen inpakken (doos/tas/anders?)
 - iii. Besteltijd

6. Denk terug aan de laatste keer dat je eten hebt geserveerd in het restaurant. Welke specifieke acties voeren jij en jouw collega's hierbij uit? Onthoud hierbij dat het alleen gaat over wat daadwerkelijk uitgevoerd wordt, niet hoe het officieel zou moeten
 - a. Doorvragen over:
 - i. Afstand
 - ii. Mondkapje
 - iii. Indekken
 - iv. Uitleg
 - v. Hoe vaak de handelingen gebeuren
 - vi. Of er meerdere mogelijkheden zijn
 - vii. Door wie?
 - viii. Extra
7. Nu hebben we het gehad over de acties waarvan je weet dat die uitgevoerd moeten worden in deze handelwijze. Maar wat moet je officieel doen tijdens deze handelwijze?
 - a. Doorvragen over:
 - i. Afstand
 - ii. Mondkapje
 - iii. Indekken
 - iv. Uitleg
 - v. Hoe vaak de handelingen gebeuren
 - vi. Of er meerdere mogelijkheden zijn
 - vii. Extra
8. Voorafgaande aan het interview heb ik een lijst gemaakt met de acties en regelgeving van wat ik uit mijn ervaring weet dat gebeurt bij serveren van eten. Denk terug aan jouw ervaring binnen jouw eigen bedrijf, maar ook in andere bedrijven. Zou je mij kunnen vertellen wat jij hier mist?

HANDELWIJZE 3 (Koffiemachine schoonmaken):

1. Ook zou ik het graag willen hebben over de handelwijze van het schoonmaken van de koffiemachine. Heb jij tijdens de lockdown de koffiemachine schoongemaakt en hoe vaak gebeurt dit? Daarnaast, denk jij dat dit een relevante handelwijze is om te gebruiken in een vragenlijst over de handelwijzen in de lockdown? (Bij nee hier wat sneller doorheen gaan)
2. Denk eens terug aan de laatste keer dat je de koffiemachine hebt schoongemaakt tijdens de lockdown. Welke specifieke acties voeren jij en jouw collega's hierbij uit? Onthoud hierbij dat het alleen gaat over wat daadwerkelijk uitgevoerd wordt, niet hoe het officieel zou moeten. Hierbij gaat het om alles wat gedaan wordt tijdens het schoonmaken van de koffiemachine, hoe klein het ook lijkt.
 - a. Doorvragen over:
 - i. Schoonmaak proces
 - ii. Schoonmaken pistons
 - iii. Schoonmaken geautomatiseerde koffiemachine
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn

- vi. Door wie?
 - vii. Extra
3. Nu hebben we het gehad over de acties waarvan je weet dat die uitgevoerd moeten worden in deze handelwijze. Maar wat moet je officieel doen tijdens deze handelwijze?
- a. Doorvragen over:
 - i. Schoonmaak proces
 - ii. Schoonmaken pistons
 - iii. Schoonmaken geautomatiseerde koffiemachine
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Extra
4. Denk eens terug aan de laatste keer dat je de koffiemachine hebt schoongemaakt toen de horeca open was. Is er een verschil in de specifieke acties die je toen uitvoerde, vergeleken met hoe je dit hebt gedaan in de lockdown? Welke specifieke acties voeren jij en jouw collega's hierbij uit?
- a. Doorvragen over:
 - i. Schoonmaak proces
 - ii. Schoonmaken pistons
 - iii. Schoonmaken geautomatiseerde koffiemachine
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Door wie?
 - vii. Extra
5. Nu hebben we het gehad over de acties waarvan je weet dat die uitgevoerd moeten worden in deze handelwijze. Is er een verschil in wat officieel moet tijdens het schoonmaken van de koffiemachine vergeleken met hoe je het nu moet doen? Zo ja, wat?
- a. Doorvragen over:
 - i. Schoonmaak proces
 - ii. Schoonmaken pistons
 - iii. Schoonmaken geautomatiseerde koffiemachine
 - iv. Hoe vaak de handelingen gebeuren
 - v. Of er meerdere mogelijkheden zijn
 - vi. Extra
6. Voorafgaande aan het interview heb ik een lijst gemaakt met de acties en regelgeving van wat ik uit mijn ervaring weet dat gebeurt bij het schoonmaken van de koffiemachine. Denk terug aan jouw ervaring binnen jouw eigen bedrijf, maar ook in andere bedrijven. Zou je mij kunnen vertellen wat jij hier mist?

HANDELWIJZE 4 (Open):

1. Als laatste zou ik het graag willen hebben over wat volgens jou relevante handelwijze zijn, die vooral nu in de lockdown nog steeds gebeuren.
- a. Wat zijn hierbij de specifieke acties?
 - i. Door wie?

- ii. Frequentie
- b. Wat zou hier officieel moeten?

Bedankt voor jouw deelname aan dit interview. Als je later nog iets te binnen schiet over specifieke acties of hoe het officieel zou moeten binnen in deze handelwijze kan je mij altijd benaderen via m.r.bonvanie@student.utwente.nl.

Appendix C: The 86-item Hospitality Routines Questionnaire

Q1 Welkom bij het onderzoek naar organisatie routines in de horeca! We zijn geïnteresseerd om organisatie routines in de horeca te begrijpen. Daarvoor krijg jij in dit onderzoek een aantal handelingen te zien die relevant zijn voor routines in de horeca. Er wordt aan je gevraagd om aan te geven welke handelingen op jou van toepassing zijn. Jouw antwoorden zullen vertrouwelijk behandeld worden. Jouw deelname aan dit onderzoek zal ongeveer 20 minuten duren. Deelname aan dit onderzoek is geheel vrijwillig. De antwoorden die je geeft in dit onderzoek zijn anoniem en kunnen niet terug getraceerd worden naar jou of het bedrijf waar jij werkt. Daarnaast zal alle data veilig opgeslagen worden en niet verspreid worden. Je kunt als deelnemer jouw medewerking aan het onderzoek te allen tijde stoppen en zonder reden aan te geven. Echter kunnen wij jouw gegevens alleen verwijderen als je precies weet welke antwoorden je gegeven hebt. Het stopzetten van deelname heeft geen nadelige gevolgen voor je. Dit onderzoek wordt uitgevoerd door Mark Bonvanie, student Onderwijskunde aan de Universiteit Twente. Het doel van dit onderzoek is om de specifieke acties en het bijbehorende script van een aantal handelwijze in de horeca in kaart te brengen. Bij het klikken op de onderstaande knop erken je dat:

- Dat je vrijwillig deelneemt aan dit onderzoek
- Je bent ervan bewust dat je op elk moment jouw deelname stop kan zetten
 - Ik stem toe om deel te nemen, begin met het onderzoek
 - Ik stem niet in en wens niet deel te nemen aan dit onderzoek

Q2 Wat is je geslacht?

- Man
- Vrouw
- Geen van beide, namelijk:

- Dit wil ik niet zeggen

Q3 Wat is je leeftijd?

Q4 Wat is jouw functie? (Er zijn meerdere antwoorden mogelijk en ga hierbij uit van een situatie waarin de horeca open is en er geen nationale lockdown is)

- Bediening
- Leidinggevende
- Kok
- Chef
- Stagiaire keuken
- Leerling keuken
- Stagiaire bediening
- Leerling bediening
- Bedrijfsleider
- Eigenaar
- Keukenhulp

- Afwasser
- Bezorger
- Allround medewerker
- Anders, namelijk ... _____

Q5 Wat is jouw functie op het moment van invullen?

Q6 Hoeveel uur werk je per week? (Gemiddeld)

Q7 Hoeveel jaar ben je werkzaam bij het huidige bedrijf waar je nu werkt?

Q8 Hoeveel jaar werkervaring heb je in de horeca?

Q9 Onder welk soort horeca valt het bedrijf waar je nu werkzaam bent? (Er zijn meerdere antwoorden mogelijk)

- Drankensector (bijvoorbeeld cafés, discotheken en kroegen)
- Fastfoodsector (bijvoorbeeld snackbars, lunchrooms en ijssalons)
- Restaurantsector (bijvoorbeeld eetcafés, bistro's en restaurants)
- Hotelsector (bijvoorbeeld hotels, motels en pensions)
- Anders, namelijk ... _____

Q10 Heb je tijdens je werk wel eens bestellingen verpakt?

- Ja
- Nee

Q11 Straks krijg je een aantal handelingen te zien die uitgevoerd kunnen worden tijdens het verpakken van bestellingen. Het kan dat niet al deze handelingen voor jou van toepassing zijn. Het is daardoor niet erg als je aangeeft dat je iets niet doet. Als iets voor jou niet van toepassing is, geef je dit aan met "zeer niet".

Hoelang is het geleden dat je voor de laatste keer bestellingen hebt verpakt bij het bedrijf waar je nu werkzaam bent?

Q12 Hoe goed kan jij jouw specifieke acties herinneren tijdens de laatste keer dat je bestellingen hebt verpakt?

	Helemaal niet herinneren	Een beetje herinneren	Gemiddeld herinneren	Bijna helemaal herinneren	Precies herinneren
Ik kan mij dit...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 Denk eens terug aan de laatste keer dat je bestellingen hebt verpakt bij het bedrijf waar je nu werkzaam bent. Welk van de onderstaande handelingen heb je daadwerkelijk uitgevoerd tijdens de laatste keer dat je bestellingen hebt verpakt? Het is hierbij belangrijk om te onthouden dat je aangeeft wat je daadwerkelijk hebt gedaan, ongeacht of je het ook zo zou moeten doen.

Q14 Tijdens de laatste keer dat ik bestellingen heb verpakt, heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de dozen goed in elkaar gevouwen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de dozen goed dicht geplakt aan de onderkant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... genoeg dozen gevouwen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de doos geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de tas geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de recepturen geschreven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de lay-out van de recepturen consistent gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de spelling van de recepturen gecontroleerd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
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... de gerechten per meerdere personen verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in papieren zakjes verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten op een plastic hapjesschaal verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten in folie verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten in een warmhoudbak verpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten in een papieren tas gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de instructies bij de bestelling gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellijst aan de tas of doos geniet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... de bijgerechten los bij de bestelling gezet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q19 Tijdens de laatste keer dat ik bestellingen heb verpakt heb ik nog iets anders gedaan dan hierboven aangegeven, namelijk:

Q20 Bij het verpakken van de bestellingen zijn er ook een aantal handelingen die gedaan moeten worden. Het is hierbij niet van belang dat jij deze acties ook hebt uitgevoerd. De handelingen die je krijgt te zien zijn niet allemaal van toepassing voor het bedrijf waar je werkt. Het is daardoor ook niet erg als je aangeeft dat iets niet moet doen.

Q21 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de dozen goed in elkaar gevouwen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... genoeg dozen gevouwen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de doos geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in de tas geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de recepturen geschreven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de spelling van de recepturen gecontroleerd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten per meerdere personen verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in papieren zakjes verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten op een plastic hapjesschaal verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten in een warmhoudbak verpakt worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q23 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gerechten in een doos gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten in een papieren tas gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q24 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... instructies bij de bestellingen gedaan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... bestellijsten aan de tas of doos vastgeniet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q25 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bijgerechten los bij de bestelling gezet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q26 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het verpakken van de bestellingen nog iets anders gedaan worden dan hierboven aangegeven is, namelijk:

Q27 Heb je tijdens je werk wel eens bestellingen bezorgd?

- Ja
- Nee

Q28 Straks krijg je een aantal handelingen te zien die uitgevoerd kunnen worden tijdens het bezorgen van bestellingen. Het kan dat niet al deze handelingen voor jou van toepassing zijn. Het is daardoor niet erg als je aangeeft dat je iets niet doet. Als iets voor jou niet van toepassing is, geef je dit aan met "zeker niet".

Hoelang is het geleden dat je voor de laatste keer bestellingen hebt bezorgd bij het bedrijf waar je nu werkzaam bent?

Q29 Hoe goed kan jij jouw specifieke acties herinneren tijdens de laatste keer dat je bestellingen hebt bezorgd?

	Helemaal niet herinneren	Een beetje herinneren	Gemiddeld herinneren	Bijna helemaal herinneren	Precies herinneren
Ik kan mij dit...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30 Wie bezorgt er bij het bedrijf waar jij werkzaam bent?

- Managementpersoneel
- Bedieningspersoneel

- Keukenpersoneel
- Bezorgers
- Iedereen
- Hierboven aangevinkt personeel met uitzondering van personeel zonder rijbewijs
- Anderen, namelijk: _____

Q31 Bij het bedrijf waar ik werkzaam ben wordt bezorgd per ...

- ... auto
- ... bus
- ... scooter
- ... brommer
- ... motor
- ... fiets
- ... bakfiets
- ... iets anders, namelijk: _____

Q32 Bij het bedrijf waar ik werk worden ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... warme gerechten bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... koude gerechten bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... finish it yourself gerechten bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... finish it yourself menu's bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... drankjes bezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... andere opties bezorgd, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33 Denk eens terug aan de laatste keer dat je bestellingen hebt bezorgd bij het bedrijf waar je nu werkzaam bent. Welk van de onderstaande handelingen heb je daadwerkelijk uitgevoerd tijdens de laatste keer dat je bestellingen hebt bezorgd? Het is hierbij belangrijk om te onthouden dat je aangeeft wat je daadwerkelijk hebt gedaan, ongeacht of je het ook zo zou moeten doen.

Q34 De laatste keer dat ik heb bezorgd heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... een bezorglijst gemaakt op volgorde van bezorgtijd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een bezorglijst gemaakt op volgorde van adressen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35 De laatste keer dat ik heb bezorgd heb/ben ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestelling vastgehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een stapje achteruit gedaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q36 De laatste keer dat ik heb bezorgd en ik het adres niet kon vinden of er niet open werd gedaan heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... blijven bellen totdat iemand opneemt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37 Tijdens de laatste keer dat ik heb bezorgd en de gast opendeed ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... heb ik een praatje gehouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de bestelling aan de gast aangegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... heb ik de gast uitgelegd dat de recepturen gemaild worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... heb ik de gast uitgelegd hoe de gerechten afgemaakt kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q38 Tijdens de laatste keer dat ik heb bezorgd ging ik weg en heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... aangegeven dat de recepturen makkelijk af te maken zijn.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q39 Tijdens de laatste keer dat ik heb bezorgd en er iets mis ging heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gasten iets gratis van het huis mee gegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q40 Tijdens de laatste keer dat ik heb bezorgd heb ik nog iets anders gedaan dan wat hierboven is benoemd, namelijk:

Q41 Bij het bezorgen van de bestellingen zijn er ook een aantal handelingen die gedaan moeten worden. Het is hierbij niet van belang dat jij deze acties ook hebt uitgevoerd. De handelingen die je krijgt te zien zijn niet allemaal van toepassing voor het bedrijf waar je werkt. Het is daardoor ook niet erg als je aangeeft dat iets niet moet doen.

Q42 Bij het bezorgen van bestellingen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... alle bestellingen in 1 keer bezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q43 Voordat bestellingen bezorgd worden moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... een bezorglijst gemaakt worden op volgorde van bezorgtijd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een bezorglijst gemaakt worden op volgorde van adressen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q44 Tijdens het bezorgen van bestellingen moet(en) de bezorger ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestelling vasthouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling vasthouden als het nergens op gezet kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q45 Als de bezorger het adres niet kan vinden of als er niet wordt open gedaan dan moet de bezorger ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... telefonisch blijven bellen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

totdat iemand
opneemt.

Q46 Tijdens het bezorgen van bestellingen moet de bezorger ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gast begroeten op gevoel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... een praatje met de gast houden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... gelijk weer weg gaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestelling aan de gast aangeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitleggen hoe de gerechten afgemaakt kunnen worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat de gehele bestelling in de koelkast bewaard kan worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q47 Tijdens de bezorging moet de bezorger ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gast bedanken voor de bestelling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alstublieft zeggen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... aangeven dat de	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

recepturen
makkelijk af
te maken
zijn.

Q50 Als tijdens de bezorging een fout gemaakt wordt, dan moet ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... dit nabezorgd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gast iets gratis van het huis gegeven worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q51 Bij het bedrijf waar ik nu werkzaam ben moeten tijdens het bezorgen van de bestellingen nog iets anders gedaan worden dan hierboven aangegeven is, namelijk:

Q52 Heb je tijdens je werk wel eens gewerkt met bestellingen die afgehaald werden?

- Ja
- Nee

Q53 Straks krijg je een aantal handelingen te zien die uitgevoerd zouden kunnen worden als bestellingen afgehaald worden. Het kan dat niet al deze handelingen voor jou van toepassing zijn. Het is daardoor niet erg als je aangeeft dat je iets niet doet. Als iets voor jou niet van toepassing is, geef je dit aan met "zeker niet".

Hoelang is het geleden dat je voor de laatste keer gewerkt hebt met bestellingen die afgehaald werden bij het bedrijf waar je nu werkzaam bent?

Q54 Hoe goed kan jij jouw specifieke acties herinneren tijdens de laatste keer dat je hebt gewerkt met bestellingen die afgehaald werden?

	Helemaal niet herinneren	Een beetje herinneren	Gemiddeld herinneren	Bijna helemaal herinneren	Precies herinneren
Ik kan mij dit ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q55 Bij het bedrijf waar ik werk kunnen gasten ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... warme gerechten afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... koude gerechten afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... finish it yourself gerechten afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... finish it yourself menu's afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... drankjes afhalen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... iets anders afhalen, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q56 Bij het bedrijf waar ik werk worden bij het afhalen van bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de warme gerechten à la minute afgemaakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen al voorverpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de warme gerechten al voorverpakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gerechten vlak voor het afhaal moment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

afgemaakt en verpakt.					
... de gerechten à la minute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
afgemaakt en verpakt.					

Q57 Bij het bedrijf waar ik werk wordt bij het afhalen van de bestellingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... binnen betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... buiten betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... online betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... vooraf betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... achteraf betaald.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... anders betaald, namelijk:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q58 Denk eens terug aan de laatste keer dat je hebt gewerkt met afhaal bestellingen bij het bedrijf waar je nu werkzaam bent. Welk van de onderstaande handelingen heb je daadwerkelijk uitgevoerd tijdens de laatste keer dat je hebt gewerkt met afhaal bestellingen? Het is hierbij belangrijk om te onthouden dat je aangeeft wat je daadwerkelijk hebt gedaan, ongeacht of je het ook zo zou moeten doen.

Q59 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestellingen gecheckt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellingen ingepakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... ervoor gezorgd dat mijn collega's de bestellingen hebben ingepakt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de bestellijsten klaargelegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de keuken op de hoogte gebracht van de bestellingen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q60 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gasten formeel begroet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de gasten informeel begroet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q61 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik na het begroeten ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestelling van de gast opgenomen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de nieuwe bestelling aan de keuken doorgegeven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de gast tussen de bestellingen die klaarstaan gezocht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q62 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestelling gecheckt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... uitgelegd dat de recepturen gemaïld worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q63 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... handschoenen gedragen bij het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... handschoenen aan bij contant betaling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q64 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik voordat gasten weg gingen ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... bedankt voor de bestelling gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... geniet ervan gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... alstublieft gezegd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q65 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik toen er iets mis ging ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
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... dit nabezorgd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q66 Tijdens de laatste keer dat ik heb gewerkt met afhaal bestellingen heb ik nog iets anders gedaan dan wat eerder is benoemd, namelijk:

Q67 Bij het werken met afhaal bestellingen zijn er ook een aantal handelingen die gedaan moeten worden. Het is hierbij niet van belang dat jij deze acties ook hebt uitgevoerd. De handelingen die je krijgt te zien zijn niet allemaal van toepassing voor het bedrijf waar je werkt. Het is daardoor ook niet erg als je aangeeft dat iets niet moet doen.

Q68 Voordat gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de bestellijsten klaarliggen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de keuken op de hoogte zijn van de bestellingen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q69 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de gasten formeel begroet worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q70 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... de naam van de gast gevraagd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... de naam van de gast gezocht worden tussen de bestellingen die klaarstaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q71 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... uitleg gegeven worden dat de recepturen gemaïld worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q72 Als gasten de bestelling komen afhalen moet(en) ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... handschoenen gedragen worden tijdens het pinnen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... handschoenen gedragen worden bij contant betaling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q73 Als gasten de bestelling komen afhalen moet voordat ze weg gaan ...

	Zeker niet	Volgens mij niet	Dat weet ik niet	Volgens mij wel	Zeker wel
... alstublieft gezegd worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q74 Als gasten de bestelling komen afhalen moet naast wat hierboven benoemd is nog iets gebeuren, namelijk:

Q75 Bedankt voor het deelnemen aan dit onderzoek. Mocht u nog vragen hebben dan kunt u de onderzoeker Mark Bonvanie benaderen via m.r.bonvanie@student.utwente.nl. Mocht u op de hoogte gehouden willen worden van de resultaten dan kunt u in de onderstaande tekst box uw emailadres noteren. Om de survey definitief af te ronden kunt u op de volgende knop drukken