
An Effect of Employee Support on Critical Employee Response and Customer Service Evaluation for Deluxe Hotel

Abstract– This paper examines several sources of support for employees in service encounters at hotel. These sources of support, including organization support, supervisory support, and hotel customer's participation, are proposed to affect the attitudes and behavior of employees in hotel, and consequently affect customer's perceptions of employees' service quality. This study which combines perceptions from customers and their contact employees, shows that three sources of support for employees contribute significantly to job satisfaction and employee service quality, while perceived organizational support and customer participation affect service effort. Also, the empirical results indicate that both employee service effort and job satisfaction play strong, central roles in determining customer perceptions of employee service quality. They were found to be effective mediators linking employees' cognitive appraisal of support to service quality. An executive summary for hotels' managers and executive readers can be found at the end of this article. much a hotel service research has emphasized the importance of customer-employees as bound. however, little attention has been given to the importance of the multiple support that service employees receive from other concerned parties, even though they can affect the responses of service employees and ultimately influence customers' perception of the employee service performance.

Keywords: Service quality, Customer service management, Employees performance, job satisfaction; service encounter

I. Introduction

In most service business of hotel, hotel's services are delivered during the interaction between customers and customer-contact of employees, and thus employees' attitudes and behaviors toward customers determine customers' perceived service quality, job satisfaction, and job performance. Previous research and practices in services marketing have emphasized the role of customer-contact employee in service encounters. This has been of particular interest under the perspectives of internal marketing, which views the satisfaction of employees as a strategic weapon to achieving high-quality service and greater customer satisfaction. According to the internal marketing perspective, if the service organization wants its contact employees to do a great job with its customer, it must be prepared to do a great job with its employees. The internal exchange between contact employees in hotel and the organization must be operated effectively and satisfactorily before the organization can be successful in achieving the goal of external exchange at hotel. However, the internal marketing perspective suggests that service employees are internal customer. Thus the support and satisfaction of employees is required prior to the achievement of satisfaction and high service quality for external customers. Thus, The purpose of this study is to examine the effects of various sources of employees support on customers' perceptions of employees' hotel service quality. By using both employee and customer data in a single study, we investigate how perceived organizational support, supervisory support, and customer participation, as perceived by contact employees in hotel, influence employees' responses (service effort, job satisfaction), which in turn affect customers' perceptions of employees' service quality. Previous studies have used both employee and customer data and investigated the relationship between organizational variables and service quality. However, my study

attempts to add incrementally to previous works in two ways. First, we examine the relationship among variables at the individual employee level of analysis rather than at the organizational level. Focusing on employees and their dynamic interactions with customers at the service encounter level, this study examines employees' service quality, as perceived by customers at hotel. This focus has conceptual and managerial implications for the evaluation of individual employee performance at service area in the hotel. Second, this study emphasizes the role of employee support in the hotel service management process and identifies its direct and indirect effects. There is a need to examine how other important parties (the organization the supervisor, and even the customer) affect the responses of contact employees in the hotel, and how their attitudinal and behavioral responses influence customers' perceptions of service quality. I develop my hypotheses related to these topics. Next, I describe the measurement process, including sample characteristics, data collection process, and aggregation issues involved in my study of contact employees and customers of a deluxe hotel in Seoul Korea. Then, I discuss measurement validation and hypothesis testing using structural equation modeling. Finally I discuss the implications and limitations of the findings and suggest directions for future research service quality of a hotel.

1. BACKGROUND AND RESEARCH HYPOTHESES

Perceived Organizational Support ; Perceived Organizational Support (POS here after) refers to the extent to which employees perceive that the organization recognizes their contribution and cares about their well-being employees use their perception of being valued and cared about by the organization to satisfy their social needs for approval , affiliation and esteem ,and to determine the organization's readiness to compensate increased effort with greater reward. this concept has been suggested for integrating and extending the calculative and affective interpretation of organizational commitment in a social exchange framework. That is, hotels' employees with high POS are likely to find their job more pleasurable. Based on this discussion, the following hypotheses are proposed:

H1. Perceived organizational support for employees will have a positive effect on their service effort.

H2. Perceived organizational support for employees will have a positive effect on their job satisfaction.

Supervisory support ; Supervisory support refers to the socio-emotional concerns of the supervisor, and represents the degree to which the supervisor creates a facilitative climate of psychological support, mutual trust, friendliness, and helpfulness. job satisfaction refers to the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. while pos a macro-orientation toward an organization that may influence the contact of hotel employees' attitude and behavior. the hotel supervisor's support may be considered a part of a job, given the close contact of hotel supervisors and contact of hotel employees. The degree of supervisory support may influence the subordinate's motivation, job satisfaction, and performance. Because supervisor are hotel's outlets of organization who have responsibilities for directing and evaluating subordinates. Based on previous studies, the following replication hypotheses are suggested:

H3. Employees' perceptions of supervisory Support will positively influence their service effort.

H4. Employees' perceptions of supervisory support will positively influence their job satisfaction.

Customer participation; Unlike goods, hotel services are simultaneously create as they are consumed. This simultaneity of production and demand means that service customers participate in the delivery of the hotel service as it is being performed. Especially in high interaction hotel' service encounters, customer participation in hotel' service production area is critically important in determining service quality and customer satisfaction and also in rendering significant managerial benefits the service providers at hotel. despite the important role of customer participation in hotel' service encounters, little has been done to explore and test its theoretical relationship. Specifically, the concept has not been considered in regards to the behaviors of contact of employees in service area at hotel. this will stimulate the hotel employee's efforts based on the norm of reciprocity, and it will also increase the hotel employee's job satisfaction. The following hypotheses are advanced:

H5. Employees' perceptions of customer participation will have a positive effort on their service effort.

H6. Employees' perception of customer participation will have a positive effort on their job satisfaction.

Hotel employee service effort; job satisfaction; and customer service evaluation; As indicated earlier, my study focuses on employee behaviors at the service encounter in the hotel. In the service area encounters, hotel employees are performers rather than simply workers, and their employee behavioral performance is the hotel service that customers perceive. That is, the customer's perceived service quality is one of the most important performances achieved by hotel employees in the interaction between the customers and the contact of employees. employees' effort in service workplace is likely to impact their job satisfaction and customer' perception of their service behavior. presented evidence that hotel' employee's work-related efforts have a strong impact on their service performance. there exist several conceptual frameworks supporting the relationship between employees' efforts and job satisfaction. A number of previous empirical studies in organizational behavior have found a positive relationship between effort and performance. In applying the effort concept to the hotel service encounter, the effort that employees put into their work should be reflected in their service quality at hotel, as seen through the eyes of their customer, the proceeding discussion leads to the following hypothesis is proposed

H7. Employees' service effort will positively influenced their job satisfaction.

H8. Employees' service effort will positively influenced customers' perceptions of employee service quality.

Employees' satisfaction with their jobs is much more likely to impact their job performance. In fact, the relationship between job satisfaction and performance has been extensively examined in the organizational behavior and hotel marketing literatures. The relationship between job satisfaction and performance has been addressed in regards with the role of customer contact of employees at service area encounters demonstrated the relationship between employee job satisfaction and customer perceptions of service quality. results from several studies indicate that satisfied employees are more

likely to engage in behaviors that assist customers found evidence that job satisfaction is a primary reason that employees deliver quality service. however, several issue need to be further discussed in regards to this topic. a view it as a subcomponent of service quality and define it as hotel employee behaviors enacted to address customers' needs and wants during service area encounters. higher levels of such performance imply that employee are providing higher levels of hotel service quality. also in examining the impact of job satisfaction on hotel employee as indicated in the this study, job satisfaction as naturally displayed during service delivery and subsequently reflected as customer' cognitive evaluations of employees' service quality. Thus, the following hypothesis is proposed:

H9. Employees' job satisfaction will positively influence customers' perception of employee service quality.

II . RESEARCH METHOD

1. Sample and data collection

This study was conducted in a five star hotel with several hundred hotels across in Seoul South Korea. Contacting employees in Seoul Korea five star hotel are in direct and continuous interaction with their hotel customers. Also, as competition has become more concerned intense among those backs, they emphasize higher service quality for used hotel customers and are more concerned about contact employees' responses and customers' evaluations of employees' service quality at hotels. For data collection, this study used contact of employees who participated in an annual training session of the hotel. These "Hotel representative" were asked to be involved in controlling the survey process, arranging a place for customers to fill out the questionnaire, insuring confidentiality of the responses, and encouraging high response rates from all parties. Of the 161 deluxe hotel contacted, 50 percent (80 hotels) returned their questionnaires; 279 of the 644 employee questionnaires distributed (43.0 percent response rate) were returned, while 1,129 of the 3,220 customers surveys were returned (35.1 percent response rate). The identification employee number include in customer questionnaires showed that

279 employees had customers who returned a questionnaire. However, two employees did not provide their own responses so their nine customer questionnaires were eliminated, providing a final customer sample of 1,120 and employee sample of 277. Thus, the effective matched sample size for analysis is 277. The number of customers responding per employee varied from two to five. On average, approximately four customers per hotel employee responded to the questionnaires. In hotel employee sample, 47 percent of the sample represented males and 45 percent were less than 30 years old. Educational level ranged from less than high school to graduate school, with 40 percent of the sample having some college or a college degree. The customer sample consisted of 50.5 percent male and 49.5 percent female; 44 percent of the sample had some college degree and 30 percent were less than 90 years old. Therefore, based on these conceptual and empirical reasons, I think that it was appropriate to aggregate responses from individual customers on the employee's hotels' service quality.

This research has been survey to started for 4 months from May, 1. 2016 to August, 30. 2016 in Seoul at deluxe hotel.

2. Measures

All items in the employee scales for this study were measured on five-point Likert scales from 1 (strongly disagree) to 5 (strongly agree). The measures used in this study were drawn from previous studies in hotel marketing or organizational behavior. Those items were translated into Korean and then reviewed by hotel employees and managers and several hotel marketing scholars. While most of the translated scales have been widely used in hotel marketing research in Korea, some items were restated to be compatible with hotels' services and some others were deleted during the preliminary scale purification process, including item-scale correlations and exploratory factor analysis. Also, additional items for several scales were deleted in the confirmatory factor analyses based on their lack of statistical significance and modification indices. After item purifications, all scale items are statistically significant and each scale showed unidimensionality in items of model fit indices and face validity.

Perceived organization support ; Fourteen items from a shortened

version of POS (perceived organization support) scale were drawn to measure the level of organizational support perceived by hotel employees'. Exploratory factor analysis showed that five negative-worded items comprise a separate method factor, and thus I deleted the five negative-word items. Two more items were deleted based on their modification indices in confirmatory factor analysis. Our items were found to represent a unidimensional construct ($\chi^2 = 55.29$, $df=14$, $RMR=0.044$, $GFI=0.95$, $AGFI=0.90$, $CFI=0.96$).

Supervisory support ; Five items from Teas' scale were used to measure contact hotel employees' perceptions of psychological support from their immediate supervisor. This scale has been often used in industrial salesperson studies. One item was deleted based on its lack of statistical significance in the confirmatory factor analysis. The four items showed a unidimensionality of scale ($\chi^2 = 16.60$, $df=2$, $RMR=0.031$, $GFI=0.97$, $AGFI=0.85$, $CFI=0.97$).

Customer participation ; Eight items were initially developed to measure the extent to which contact hotel employees perceive that their customers participate in the delivery of service at hotel. Customer participation was operationalized in terms of how the service customer as a partial employee behaves to the employee during service provision, reflecting the attentive communication and the interpersonal aspects such as attentiveness, courtesy, respect, and friendliness. Items were generated mainly based on field interview with supervisors in the deluxe hotel because previous measures did not exist. After deleting two items, the final six items provided for a unidimensional scale, with all coefficients significant ($\chi^2 = 14.53$, $df=9$, $RMR=0.030$, $GFI=0.98$, $AGFI=0.96$, $CFI=0.99$).

Service effort ; To measure contact hotel employees' perceived service efforts, seven items were generated based on Mohr and Bitner studies for service effort clues related to quality of customer interaction. Service effort is the amount of energy that employees perceive they invest in service behavior. I measured service effort from the employee's perspective rather than customer's. While the operationalized service effort in terms of five properties, such as energy, persistence, attentiveness, trying, and effort itself, this study asked respondents to rate if that "are trying" for major service works on a five-point Likert scale. After deleting one item, confirmatory factor analysis provided a good support for the unidimensionality of

measure ($\chi^2 = 16.70$, $df=6$, $RMR=0.030$, $GFI=0.98$, $AGFI=0.95$, $CFI=0.99$).

Job satisfaction ; Job satisfaction refers to contact hotel employee's overall affective evaluation of the hotels' job situation. Following Wanous' study, single-item scale was used to measure contact employee's overall job satisfaction. This overall measure is a five-point scale on "how satisfied are you with your job in hotel", ranging from 1 "strongly disagree" to 5 "strongly agree".

Employees hotel service quality ; Ten items were drawn from several dimensions of the SERVQUAL scale to measure hotel employees' service quality in the service encounter at hotel just

experienced by the customers. my objective was not to measure service quality per section but instead to measure a critical subcomponent of service quality - employee service performance. Thus, the items I drew from this scale represented employee behavioral attributes that might be involved in a service encounter. Therefore, although the items were drawn from SERVQUAL, After deleting one item, my items were found to represent a unidimensional construct ($\chi^2 = 146.38$, $df = 27$, $RMR = 0.045$, $GFI = 0.88$, $AGFI = 0.80$, $CFI = 0.97$).

Table 1. Measurement model result

scale	Mean	SD	Cross-construct correlations				
			1	2	3	4	5
1. Organizational support	3.20	0.48					
2. Supervisor support	3.28	0.72	0.60				
3. Customer participation	3.56	0.49	0.51	0.35			
4. Service effort	3.81	0.46	0.40	0.24	0.57		
5. Employee service quality	3.31	0.37	0.27	0.23	0.23	0.08	
6. Job satisfaction	3.34	0.74	0.47	0.43	0.42	0.36	0.26
Cronbach α			0.86	0.88	0.83	0.81	0.94
Construct reliability			0.85	0.87	0.83	0.82	0.94
Average variance extracted			0.45	0.63	0.45	0.44	0.62
Goodness-of-fit statistics	(481)=987.42, RMR = 0.054, GFI = 0.83 AGHI = 0.08, CFI = 0.96						

Notes: Correlation coefficients are Φ estimates from LISREL. All of two-standard error interval estimates do not include 1; Single item indicator, and its measurement error was set to 0 because of identification problem; $p < 0.05$

III. MODEL RESULTS

1. Structural model results



Structural equations methodology was used to test the hypothesized model by applying LISREL 11.0 to correlation matrix. Consistent with past research, item in each scale were averaged to create a summed-scale indicator. In general, item-aggregation keeps the model parameters more stable compared to using individual items as indicators. Error variances of measures (σ_{ϵ}^2) were set to as one minus of their reliability estimates (i.e. Cronbach α) to account for measurement error of each scale. The completely standardized parameter estimates and their t-values were examined to test hypotheses and to identify the indirect effect of paths.

A study of represents the hypothetical model structure corresponding to the hypotheses and also shows the individual structural path estimates, Table 2 presents the results for the structural model. The overall fit of the proposed model was satisfactory: $\chi^2(3) = 10.71, df=3, p=0.013, RMR=0.043, GFI=0.99, AGFI$

$= 0.91, CFI=0.98$. In spite of the χ^2 value that is significant at the 0.05 level, the model's ability to prior to estimating structural equation model. I specified a six-construct measurement model, including a seven-item organizational support factor, a four-item supervisory support factor, a six-item customer participation factor, a six-item service effort, a nine-item quality, and a single-item job satisfaction. I created correlation matrix with pairwise deletion, and used LISREL 11.0 to examine the psychometric properties of constructs.

As Table 1 shows, the measurement model provides a reasonable fit to the data though the χ^2 value is statistically significant ($\chi^2 = 987.42, df=481, p < 0.01, RMR = 0.054, GFI = 0.83, AGFI = 0.80, CFI = 0.96$). The goodness-of-fit index (GFI) and the adjusted goodness-of-fit index(AGFI).

path	Direct effect		Indirect effect	
	Coefficient	t-value	Coefficient	t-value
Organizational support → service effort (H1)	0.23	2.45		
Organizational support → job satisfaction (H2)	0.18	2.15	0.03	1.51
Organizational support → employee service quality			0.06	2.14
Supervisory support → service effort (H3)	-0.04	-0.48		
Supervisory support → job satisfaction (H4)	0.21	2.79	-0.01	-0.47
Supervisory support → employee service quality			0.05	2.10
Customer participation → service effort (H5)	0.45	5.70		
Customer participation → job satisfaction (H6)	0.18	2.24	0.07	1.82
Customer participation → employee service quality			0.07	1.98
Service effort → job satisfaction (H7)	0.14	1.91		
Service effort - employee service quality(H8)	0.01	0.20	0.04	1.72
Job satisfaction - employee service quality(H9)	0.26	3.94		
Goodness -of-fit statistics				

Note: Measurement error of each variable was set to one minus Cronbach α in the estimation of parameters

$\chi^2(3) = 10.71, p = 0.013, R = 0.043; GFI = 0.99, AGFI = 0.91; CFI = 0.98$

2. Hypothesis testing

H1, stated that perceived organizational support for employees affects their service effort directly, while H2, postulates its direct relationship with job

satisfaction. Consistent with the prediction, the path estimate between perceived organizational support and service efforts were significant at 0.01 level, and the relationship between perceived organizational support and job satisfaction were significant marginally at 0.05 level. As stated in H4, the direct relationship between supervisory support and job satisfaction was supported at 0.01 level and positive, but supervisory support did not effect service efforts H3, ($\beta = -0.04$, $t = -0.48$). H5, predicting a positive effect of customer participation on service effort, was supported by a path estimate of 0.45 ($p < 0.01$), while the path estimate from customer participation to job satisfaction H6, was also supported at 0.05 level. H7, H8, and H9, concern the relationships among employees' behavioral and attitudinal responses and customers' perceptions of employee service quality. In accordance with H7, service effort had a significant positive effect on job satisfaction at 0.10 level, but its positive effect on employee service quality H8, was not supported ($\beta = 0.01$, $t = 0.20$). H9, which represents the positive effect of job satisfaction on employee service quality, was supported at 0.01 level. In addition to the direct effects, we estimated several indirect effects through structural equation modeling. Several important indirect effects materialized. First, supervisory support showed significant, indirect effect on customers' perceptions of employee service quality at 0.05 level ($\beta = 0.05$, $t = 2.14$; $p = 0.07$, $t = 1.98$). even though it had insignificant relationship with service effort. Second, both organizational support and customer participation had indirect effects employee service quality, respectively (0.06, $\beta = 2.14$; $p = 0.07$, $t = 1.98$). H8, which states the positive effect of service effort on customer evaluation of employee service quality, was not supported in the above. However, these results show the possibility that contact employees' efforts can influence service quality perceptions indirectly, by way of job satisfaction (0.04, $\beta = 1.72$).

I have attempted in this study to examine management supports in the context of both organization-employee linkages and employee-customer linkages. This has not been done before at the individual employee-customer encounter level. I think we learned a good deal about important relationships studied here and I also believe that this approach provides a guide as to how management can ascertain the relationship between employee variables and customer variables.

3. Conclusion and Hotel of Managerial implications

Much hotel service research has emphasized the importance of customer-encounter employees as bound. however, little attention has been given to the importance of the multiple supports that encounter employees receive from other concerned parties, even though they can affect the responses of hotel service employees and ultimately influence customer' perception of the employee hotel service performance.

My empirical conclusion findings suggest several important hotel managerial implications. First, I found that the supportive behavior of supervisor to contact hotel employees is a critical factor in improving employee service quality at hotel. Contact hotel employees are boundary spanners and also major internal customers to the organization. Hotel management needs to satisfy contact of employees as major internal customers prior to the satisfaction of external customers. To produce greater job satisfaction, service management should render on-the-spot supervisory support to them, and it also needs to design and implement supportive supervisory practices and to reward positive results.

another important finding is that service employees' cognitive appraisals of customers' active participation in the service delivery process have a direct, positive impact on their job satisfaction and service efforts and which then influence customers' perception of employee service quality. thus, hotel management should view customers as partial employees and should recognize the importance of customer participation in the service delivery process. it needs to design implement and control systems which invoke active, cooperative participation from customers, establish mechanisms that encourage contact of employees to foster customers participation in the process and build these mechanisms into the training program.

Hotel employees' perceived organizational support has greater indirect effect on employee service quality than the other variables. Thus, if Hotel management can motivate the supervisor to support the employee, create and maintain a service climate, and encourage active participation from customers, then a culture of caring, hard-working, happy employees can be translated into customers who recognize and "feel" that hotel service-driven attitude.

Limitations and future research My empirical results offer insights to the unique contribution of various employee supports to service quality issues and provide understanding of the critical role of both job satisfaction and service effort as mediators. Nevertheless the findings must be tempered by several limitations. First, this study has been done in the context of deluxe hotel in Korea. Therefore, as often shown in this kind of research, there may be several possible

problems related to cross-national or cultural research. First of all, even through much care was taken in the translation of scale items, it cannot be completely guaranteed that there is exact linguistic equivalence between the original scales and translated one. Also, there exists some possibility of response biases occurring, such as social desirability, acquiescence, and leniency effect. Korean people are more likely to have collectivistic cultural values than individuals from the West, which may produce some systematic biases in responses to measure. However, despite possible problems, we cannot find any reason to believe that the theoretical relationships assessed in the Korean sample here would not be similar to findings on these issues in other countries. As asserted by Calder et al. (1983), applicability or external validity should not be the objective of individual theory tests, and the concept of external validity when the objective of research is to test theory.

Second, overall, our measurement results were acceptable in terms of scale reliability and validity, but there is certainly a need for additional work to perfect some of the measure especially service effort. The two unexpected findings occurred in relation to the service effort: supervisory support → service effort, service effort → employee service quality. Even through the service effort was measured consistently with its conceptual definition and captured the general nature of effort, it does not seem to necessarily reflect the service-specific aspect of work effort. Also, all measures used in this study were collected with the same five-point scales at the same point in time, which has inherent validity concerns. We cannot be sure whether this created some type of method bias, such that relationships were inflated. Potential problems were found in the measurement of supervisory support, as discussed earlier. Future research needs to use alternative scales for measuring supervisor support.

Third, This model was tested using a cross-sectional design-making causality evaluation difficult. Although my proposed model was built based on logic and previous studies and its parameters were estimated using LISREL, we cannot be sure of the cause and effect relationships between variables studied. To better assess causal relationship, the model should be tested in the experimental design or longitudinal research setting that may secure the temporal ordering of variables. Also, future research is needed to investigate the causal relationship between job different service settings. In our study, it was found that job satisfaction and employee service quality in different service setting. In our study, it was found that job satisfaction, as perceived by employees, strongly influences their service quality, as perceived by customers. But, the reverse was also true. Further research should be directed to testing alternative relationships between the two variables across various hotel service setting.

Finally, all the three support variable showed meaningful contributions to job satisfaction and employee service quality in deluxe hotel. But, in examining the amount of variance explained in each criterion variable in the hypothesized model, I found that the variances explained in service effort and job satisfaction are 34 percent and 30 percent, respectively. Especially low was employee service quality where explained variance was 7 percent. I believe that the proposed model needs to be further developed through additional constructs, including coworkers cooperation and human resource management constructs. This study confined the support examined to three: organization-employee (perceived organizational support), supervisor-employee interactive (supervisory support), and external customer-employee interactive (customer participation). However, for instance, coworkers cooperation or team-member exchange (TMX) can be considered a lateral support, which might increase the proportion of variance in job satisfaction and service quality explained by the model.

This summary has been provided to allow hotel managers and executives a rapid appreciation of the content of this article. Those with a particular interest in the topic covered may then read the article into take advantage of the more comprehensive description of the research undertaken and its results to get the full benefit of the material present. Executive summary and implications for hotel managers and executives service-delivery friendly rapport does not just happen Every organization which provides a service directly to customers - be it a hotel, restaurant, retail store or whatever - wants to see the employees it puts at the "sharp end of the business" getting on well with the customers. It may be asking too much for customer-contact employees to love their jobs so much that their pleasantness and willingness to be of service rubs off on the customer, but there are ways of making it as perfect as it can be - and the phrase "job satisfaction" can have a lot to do with it. Ability to do a job well, coupled with a perception that your employer, and your immediate supervisor, back you efforts and appreciate you, can lead to a self-esteem and satisfaction that can hardly fail to have a positive effect on the delivery of hotel' service.

Focusing on employees and their interactions with customers of a deluxe hotel in Korea, the authors examine employees' service quality as perceived by customers in hotel. Perceived organization support (POS) - the extent to which employees believe that their employer is concerned about and aware of their well being and contribution - can help employees' self-esteem and, therefore, job satisfaction and performance. even though POSfor contact of employees may greatly affect employee attitudinal and behavioral response. it has received little attention in hotel service marketing literature. POS is more likely to increase the employees' expectancies that greater efforts toward meeting

organizational goals will be rewarded. and consequently these expectancies may increase their efforts in hotel service works to meet the organizational goals especially providing superior service to customers at each hotel of service area encounter.

hotel management's need to promote customer co-operation support from supervisors is also of importance to employee performance but the employees may take it for granted, considering it to be part of the supervisor's job and it might, therefore, not have the degree of positive influence on hotel service efforts that might have been expected. Nevertheless, I feel it important that to produce greater job satisfaction, hotel service management should render on the spot supervisory support to customer- employee, design and implement supportive supervisory practices and reward positive result.

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