THE EFFECT OF MANAGEMENT COMMITMENT TO SERVICE QUALITY ON EMPLOYEES' JOB SATISFACTION AND PROSOCIAL SERVICE BEHAVIORS

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CHAPTER I

INTRODUCTION

Service businesses have the challenge of creating satisfied customers in order to keep their business prospering (Zeithaml, Berry & Parasuramann, 1996). Maintaining the appropriate level of services from frontline employees has become a critical issue for the hotel industry because a service firm's success depends on the frontline employees' performance (Chebat, Babin & Kollias, 2002). The study of the U.S. Office of Consumer Affairs found that 96 percent of unhappy customers never complain about rude or discourteous behaviors, but 90 percent of those who are dissatisfied will not buy again. Each unhappy customer will complain to at least nine other people (Band, 1988).

Many managerial activities create employees' behaviors and responses in ways that improve service quality (Chabet, Bobin & Kollias, 2002). Management commitment to service acts as an important function in satisfying the customers' requirements (Natalisa & Subroto, 2003). According to Jenkins (1992), the lack of commitment from the top management is the main reason of service quality failure. Service quality occurs when employees have contact with customers; hence, employees' behaviors can influence customers' perceptions of the service (Schneider & Bowen, 1985).

The satisfied employees from the management commitment will perform excellent service behaviors by delivering the hotel brand's promise, creating a good image, promoting its services and products, and providing better services than the

competitors (Bitner, Booms & Tetreault, 1990; Schneider & Brown, 1985; Malhotra & Mukherjee, 2004). In contrast, if frontline service employees feel their work is insulting, demeaning and humiliating, they provide poor services to customers (Bowen & Lawler, 1992). The service failure will generate negative outcomes such as declining customer confidence (Spreng, Harrell & Mackoy, 1995).

The employees' perception of services based on management commitment has an influence on their service-related behaviors and perceptions of the capability to provide prosocial service behaviors to customers (Ensher, Grant-Vallone & Gupta, 1998). To develop a commitment to employees and customers, the management team should focus on a promise on job satisfaction of employees (Bombard, 1990). The manager can monitor their commitment with methods such as organizational support, rewards, empowerment and training to provide excellent service quality to customers. These commitments will affect employees' job satisfaction and their service behaviors to customers and coworkers (Babakus, Yavas, Karatepe & Avci, 2003; Bohlander & Kinicki, 1988; Hartline & Ferrell, 1996).

The emergence of tourism as a major business and the expansion of global businesses have been impacting the hospitality industry in Thailand. The visitor arrivals to Thailand during January to April 2004 totaled 2.6 million, an increase of 11.35 percent over the same period in 2003 (Tourism Authority of Thailand, 2004). The 1,239 retailing restaurants and hotels that have been established comprise the most businesses in 2003 from a total of 3,618 companies (Matichon, 2004). The revenue of the tourism industry is $384 billion baht ($9.6 billion in U.S. dollars) in 2003 compared with $300 billion baht ($7 billion in U.S. dollars) in 2002 (Tourism Authority of Thailand, 2004). Moreover,

there was a 3.9 percent increase in employed persons in the hotel and restaurant industry from the year 2002 to 2003 (National Statistical Office Thailand, 2004). These numbers explain the growth of the hospitality industry in Thailand. The hotel industry in Thailand requires practical results in order to improve their services to stay competitive with other hotels in Thailand and abroad.

The hotel managers must consider the importance of their commitment to persuade their employees to perform the impress services to customers and coworkers to keep the business alive. Although the relationship of management commitment to service quality, employees' job satisfaction and prosocial service behaviors appears to be obvious, this study is an initial step in exploring the existence of these relationships. As a result, this study will expand the research of Babakus et al. (2003) which studied on the Bank frontline employees and apply to the lodging industry in Thailand.

Significant and Research Purposes

The hotel and tourism industry worldwide will grow in the next 10 years (World Travel and Tourism Council, 2003). Thailand is one of the countries in which the hospitality and tourism industry has grown rapidly (National Statistical Office of Thailand, 2004). Providing excellent services to customers has become a significant issue to the hotel industry in Thailand.

The management commitment from a hotel organization will have an influence on the employees' perception of job satisfaction and prosocial service behaviors. This research will study the relationships among them. The researcher hopes that the study

will benefit for the lodging industry in Thailand for its practices and for the academic hotel management program.

The purposes of this present study are:

1) To find out the relationship between management commitment to service quality (organizational support, reward, empowerment and training) and employee job satisfaction;

2) To examine the relationship between employee job satisfaction and pro-social service behaviors (extra-role customer service behaviors and cooperation).

Assumptions

Because the researcher focused on the Thai hotels' employees as the target population in this study, the results of this study may not apply to the population as a whole. Moreover, other features of management commitment to service quality, (such as leadership, technology, and role ambiguity) may have an impact on employees' job satisfaction and service behaviors. However, I hope that these factors will not have many influences on the results of the study.

Definition of Terms

The definition of terms will describe the meaning of the technical words of the variables in this study as the following:

Management Commitment on Service Quality

Ahmed and Parasuraman (1994) defined the meaning of management commitment on service quality that an organization has to accomplish to make the standard for consistently good customer service. In this particular study, management commitment to service quality concentrates on four categories:

1. *Organizational support* – The recognition and respect that employees receive from the organization.

2. *Reward* – Positive benefits in terms of money based on performance. This study limits the definition of reward as the monetary.

3. *Empowerment* – The authority that employees have without asking the supervisors' permission.

4. *Training* – The program those employees should have to improve performance.

Employees' Job Satisfaction

The meaning of job satisfaction refers to positive emotional results such as happiness and pleasures found in the job. When employees have job satisfaction, they will positively respond to customers. In this study, the researcher examined the job satisfaction in terms of perceptions on their organization and benefits (Edward & Scullion, 1982).

Prosocial Service Behaviors

The researcher identified the meaning of prosocial service behaviors as the helpful behaviors that employees provide to the customers and coworkers (Brief & Motowidlo, 1986). The prosocial service behaviors have been described in this study in two categories:

1. *Extra-role customer service* – Giving extra services to customers even though service is over the limits of the job description requirements.

2. *Cooperation* – Helping the coworkers when they face extra workloads.

Organization of the Study

This research includes five sections. Section one introduces the introduction. Components of the introduction include introduction, research purposes, assumptions, and definition of terms. Section two consists of the review of the literature, research hypotheses, and the conceptual model. The methodology is described in section three that will explain the research design, the research instrument, data collection, and data analysis. The fourth section will describe results of the finding and the last section will describe discussions, managerial implications, limitations and suggestions for future research, and conclusion.

CHAPTER II

REVIEW OF THE LITERATURE

The management commitment from the organization has an effect on employees' job satisfaction and prosocial service behaviors. The purpose of this chapter is to review the previous literature related studies with the management commitment to service quality, employees' job satisfaction, and prosocial service behaviors. Moreover, this chapter will provide research hypotheses and the conceptual model of the study.

Review of the Literature

Management Commitment to Service Quality

Ahmed and Parasuraman (1994) defined the meaning of management commitment to service quality as "encompassing the conscious choice of quality initiatives as operational and strategic options for the firm and engaging in activities such as providing visible quality leadership and resources for the adoption and implementation of quality initiatives". Moreover, Hartline and Ferrell (1996) defined the meaning as "the manager's affective desire to improve his or her unit's service quality".

Service quality is the outcome of frontline employee attitudes and behavioral responses (Hartline & Ferrell, 1996). The management focuses on the service quality by concentrating on the recruiting, training, compensation, and socialization of employees (Schneider & Bowen, 1992; Lovelock, 1985). Service is the major component of the hospitality industry. It has been demonstrated that the way an organization treats employees reflects the way that those same employees treat customers. For customers, the service evaluation is based on the service performance of frontline employees (Malhotra & Mukherjee, 2004). In other words, service quality depends on the effectiveness of the behaviors of frontline employees in dealing with customers. Therefore, efforts to promote service quality must be based on managing employee behavior (Schneider & Bowen, 1985).

Management commitment could be inferred not only from the expression of an individual's beliefs but also from his/her actions (Mowday, Steers, & Porter, 1979). Each employee must understand the philosophy of the organization, which knows roles and responsibility and are motivated to service behaviors (Zerbe, Dobni, & Harel, 1998). Management commitment influences employee perception in ways that directly affects the employee's attitude and organizational effectiveness (Bohlander & Kinicki, 1988).

The high levels of management commitment can be enhanced by managers. Being considered a valuable member of an organization and having promises fulfilled by the organization are strengths of commitment (Buchanan, 1975).

Employees develop positive attitudes and feel committed to an organization when the organization demonstrates its commitment to employees. Management can show its commitment to employees by increasing budget, staff support, training, and

compensation administration (Bohlander & Kinicki, 1988). If the managers treat their employees well, employees will also treat customers well (Gronross, 1983). However, many organizations do not pay much attention to management commitment and job satisfaction of frontline employees that can directly influence customer satisfaction (Malhotra & Mukherjee, 2004).

Employees are likely to become committed to an organization when they feel that the organization is committed to them (Fuller, Barnett, Hester, and Relyea, 2003). The managers and organizations must make the commitment to help employees deliver outstanding service. In the previous research, management commitment to service quality was evaluated by managers (George, 1991; Mohr-Jackson, 1993). Conversely, Forrester (2000) argued that the concept of management commitment to service quality should be evaluated by the employees' perspectives, which are the same viewpoint of Lovelock (1985); and Schneider and Bowen (1985).

Hartline and Ferrell (1996) stated that management commitment to service quality guides employee job satisfaction. The result of Arnett, Laverie, and McLane's study (2002) shows that employees' positive perception of a management team is related to job satisfaction and positive employee behaviors. The result of Babakus, Yavas, Karatepe, and Avci (2003) reported that the management commitment to service quality had a significant positive influence on job satisfaction ($p < 0.05$). In contrast, the study of Natalisa and Subroto (2003) found that management commitment to service quality has a negative relationship with frontline employees' job satisfaction.

Zhou and George (2001) and Babakus, Yavas, Karatepe, and Avci (2003) explained that organizational support, reward, empowerment, and training are the four

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major indicators of management commitment to service quality as described by the following.

Organizational support

Scott and Bruce (1994) expressed the meaning of organizational support as "the extent to which an employee perceives that the organization encourages, respects, and recognizes employees who exhibit creativity. Employees may attempt to be creative when they perceive that creativity is valued and supported by an organization". While Eisenberger et al (1986) described organizational support as "an employees' beliefs about the degree of the organization's affective commitment toward that employee.

Organizations that offer support respond to employees' needs, and that, in turn, will increase the job satisfaction and prosocial behaviors (Randall, Cropanzano, Bormann, & Birjulin, 1999).The employee comes to trust the organization when the organization treats him/her fairly. Employees with high levels of organizational support believed the organization values them when problem arise and appreciate their contribution. This trust leads to a high level of affective commitment on the part of the employee in terms of extra-role behaviors (Eisenberger et al., 1986, & Polly, 2002). The organization support is related to employees' job satisfaction and employee service behaviors, and customer satisfaction (Bell & Mengue, 2002; DeGrendel, 1998; and Schneider & Bowen, 1992).

The study of Kim, Leong, and Lee (2003) showed that organizational support has a positive relationship to job satisfaction (reliability coefficient of 0.73, p < 0.01). Employees will be able to share the ideas about how to improve customer service only if

the organization supports their team-building (Cacioppe, 1998). Susskind, Borchgrevink, Kacmae, and Brymer (2000) found that organizational support was significantly related to job satisfaction (p < 0.001). Randall, Cropanzano, Bormann, and Birjulin (1999) also found that organizational support was positively related to job satisfaction (p < 0.01).

Reward

Reitz (1971) identified two types of rewards: the positive rewards such as merit pay increases, recognition, and advancement in the organization; on the other hand, the negative rewards are reprimanding, dismissal, or withholding of pay. The positive rewards have a positive relationship with the job performance while the negative rewards have a negative relationship with job performance (Sims & Sziagyi, 1975 and Reitz, 1971). Employees who deal well with angry customers should be rewarded: otherwise, they will not perform effectively and customer satisfaction and retention will suffer as a result (Boshoff & Allen, 2000).

Rewards are important when considering behavior and performance. The higher the reward, the higher the level of satisfaction and performance (Keller & Szilagyi, 1976). An organization's reward system influenced job satisfaction (Brown & Peterson, 1993; Farrell & Rusbult, 1981; and Bowen, Gilliland, & Folger, 1999). Moreover, the perception of appropriate levels of pay and other types of rewards have significant impact on frontline employees' job satisfaction and loyalty to their organization (Heskett et al., 1994). Poor training and poor reward systems affect the customer service performance (Schlesinger & Heskett, 1991). Organ (1977) presented findings that show that interpersonal rewards can lead to a feeling of job satisfaction and job performance. The

high performance presents the strong relationship between performance and rewards (Podsakoff, Todor, & Skov, 1982). While the study of Lam, Zhang, and Baum (2001) showed that reward by pay was the most important category contributing to job satisfaction but employees were not satisfied with the monetary rewards.

The study of Keller and Szilagyi (1976) reported that the significant correlation between positive rewards and job satisfaction ($p < 0.001$). On the other hand, reward is not significantly related to employee job satisfaction (Arnett, Laverie, & McLane, 2002).

Empowerment

Lashley (1995) described empowerment in these terms: "empowerment is the employment strategy that represents a move in managerial perception from control to commitment". Bowen and Lawler (1992) described empowerment as that in which the manager gives the employees the discretion to make day-to day decisions about job-related activities. The benefits of making empowerment available to the hotel industry are: getting more respectful service, dealing with complaints quickly, getting an enhanced customer satisfaction, well-motivated staff, and increasing in profits, quality, and productivity (Lashley, 1995). Empowerment will generate employee and organization performance and help employees reach personal goals. Hence, empowerment can lead to the high performance (Savery & Luks, 2001).

Empowerment is necessary for a service business because contact employees require the flexibility to make their own decisions in order to satisfy customers (Hartline & Ferrell, 1996). Empowerment is a topic that appears frequently in human resource, business, and management literature but infrequently in the hospitality and tourism

literature (Erstad, 1997). The success of empowerment depends on management commitment and continuous communication of information (Randolph, 1995). The commitment from top management, and the strategy and policy making of the organization are essential for a comprehensive culture of empowerment to exist. Empowering employees does not mean disempowering managers but, rather, permits time and energy to be used more efficiently and productively by all players (Erstad, 1997).

In the past, many management members did not give the employees any empowerment because they were afraid that they would become isolated, unwanted and less necessary to the organization. The survey of Johnson and Thurston (1997) found that only ten percent of employees in the *Fortune* 1000 companies are empowered**.** However, recently, organizations have been concerned to employee empowerment to improve service quality and ensure that the organization is more responsible to customers. Management in the hospitality industry has been concerned to take benefit of empowerment in order to improve the service quality (Lashley, 1995).

Empowerment can be positive for employees if the organization can create the appropriate environment to the organization because it can change to management behavior, organizational systems, and employees' point of view (Cacioppe, 1998). The more flexibility on the job or employees' empowerment, the higher employees' satisfaction (Rafiq & Ahmed, 1998). Bowen and Lawler (1992) also suggested that employees who have empowerment feel good about their jobs and that feeling may include customer satisfaction. Empowerment requires changes to management behavior, organizational systems, and staffs' view of themselves and their work (Cacioppe, 1998).

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A study of Maxwell (1997) found that employees at Glasgow Marriott hotel had higher levels of job satisfaction after they had a positive approach to empowerment. As well as the study of Ackfeldt and Coote (2003), they found out that there is a positive relationship between empowerment and job satisfaction ($p < 0.01$). Meanwhile, Koberg et at. (1997) found out the significantly positive correlation ($p < 0.01$) between empowerment and job satisfaction. On the other hand, the research of Hartline and Ferrell (1996) found that empowerment has a negative relationship on hotel employees' job satisfaction (B= -0.358, $p < 0.001$). They concluded that even though empowered employees are more confident in their job skills, they experience increased conflict and ambiguity in their attempts to balance role demands.

Training

Training is the combination of information-giving and skill practice. Training is more concerned with organizational stability than it is with change. Training can increase the employee's inventory of skills, it can prepare employees for future growth, it prepares employees to do the job more efficiently and effectively, and it prepares employees to make positive contributions to the overall working environment (Katz & Kahn, 1978).

To provide good service, employees must be trained to deal with customers and problems; to react when something goes wrong, to learn technical and functional skills, to listen to customers' problems, to resolve customer anger, and to provide appropriate responses (Boshoff & Allen, 2000). According to Lashley (1995), job rotation and job enrichment training will encourage employees' satisfaction, thereby increasing team-

work. Moreover, training and mentoring programs will change employees' attitudes and perceptions to be the part of the organization (Ensher, Grant-Vallone, & Donaldson, 2001).

Training was found to be important because it encouraged excellent service quality (Band, 1988). Training program enhances the employees' motivation, knowledge, and skills for the organization's goal fulfillment. The well-train frontline employees will increase employees' confidence and reduce the role ambiguity. Saibang and Schwindt (1998) stated that the lack of training skills in job duties and communication produced poor employee performance and later elicited customers' complaints. Employees having direct contact with customers at the front desk, or in housekeeping, food or beverage services elicited the most customer complaints.

Knowledge of the workers who satisfied customers has a significant impact on organizational success (Podsakoff, Todor, & Skov, 1982). The study of Tsaur and Lin (2004) found that training had a positive relationship with employee service behavior.

Employees' Job Satisfaction

Many studies have explored job satisfaction in the service industry. Locke (1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Edward and Scullion (1982) identified the meaning of job satisfaction as the overall measurement of working attitudes of the reception, happiness, and pleasure in the job. The hotel's goal is on the employees' belief that their efforts can lead to satisfaction of employees' needs (Lam, Zhang, & Baum, 2000). Meanwhile Cranny, Smith, and Stone (1992) defined job satisfaction as whether

employees find their employment sufficiently satisfactory to continue in it, either permanently or until they have prepared for greater responsibilities. Job satisfaction is the combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he/she actually received.

The research about employee job satisfaction has been found in the 1930's and become frequently studied subjects in organizational behavior research (Hoppock, 1935; Jayaratne, 1993). In the recent years, many studies have measured job satisfaction as both an independent and dependent variables (Wanous & Lawler, 1972)

Fitzgerald (1972) stated that employee job satisfaction relates to job performance. Satisfied employees perform better than dissatisfy employees (Boshoff & Allen, 2000). The individual employee's perceptions are correlated with their behaviors to customers (Schneider & Bowen, 1985). When employees feel that their contributions such as dealing with guests are important, they will feel like they are an essential part of the success of the organization. These results, in turn, bring satisfaction in the organization (Zerbe, Dobni, & Harel, 1998). The job satisfaction increases such positive employee behaviors as providing good service to customers, cooperating with coworkers, and commitment to the organization (Arnett, Laverie, & McLane, 2002). Job satisfaction is the main motivation of employees delivering good service (Schneider, 1980).

Employees' job satisfaction is concerned with supervision quality, working conditions, intrinsic compensation, benefits, and company policies (Hoffman & Ingram, 1992). Babakus et al., (2003) concluded that reward, empowerment, and training influence job satisfaction. However, job satisfaction did not have a significant relationship to the employees' performance.

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Smith, Organ, and Near (1983) found that job satisfaction correlated 0.31 ($p<0.01$) with service behaviors. The same conclusion is found in the research of Zerbe, Dobni, and Harel (1998) that job satisfaction is significantly associated with service behaviors ($P < 0.001$). The result of Organ and Lingl (1995) found that job satisfaction yielded a significant relationship to service behaviors. Bateman and Organ (1983), Organ and Konovsky (1989), and William and Anderson (1991) reported the positive relationship between job satisfaction and service behaviors in the study of academics and managers.

However, there was no significant relationship between job satisfaction and prosocial service behaviors in the study of Bettencourt and Brown (1997), Boshoff and Tait (1996), and Meyer, et al. (1989). Also, the study of DeGrange (1998) presented that there was no significant relationship between employees' job satisfaction and prosocial service behaviors ($p > 0.05$).

Prosocial Service Behaviors

In the mid 1960s, the study of behaviors was a major topic of psychology research, and later, many studies were devoted to the diverse psychological literature on prosocial behaviors (McDougall, 1908; Rushton & Sorrentino, 1981). Katz's (1964) described the prosocial behaviors in terms of joining and staying in the organization, exceeding specific standards of performance, and representing the behaviors that go beyond specified role requirements.

Brief and Motowidlo (1986) defined the meaning of prosocial service behaviors as "a wide range of behavior with important implications for organizational functioning

which have in common the central notion of intent to benefit others". Prosocial service behavior has important implications for organizations because it refers to helpful behaviors of employees directed toward the organization or other individuals.

Service behaviors are an interaction between an employee and a customer. The particular behaviors of employees determine the customer satisfaction. Moreover, employees' positive attitudes toward the organization will effect to the higher levels of work and service performance (Tansuhaj, Randall, & McCullough, 1988).

Recently, different types of extra-role performance have been recognized such as prosocial service behaviors in psychological literatures (George, 1991, & Puffer, 1987) and organizational citizenship behavior in marketing literature (Organ, 1990). While Smit, Organ, and Near (1983) and Organ (1988) argued that organizational citizenship behaviors are the subset or one forms of the prosocial behaviors.

Prosocial service behaviors can enhance the efficient and effective organizational performance. Prosocial service behaviors can reduce the monitoring process on the organization and connect the routine working and teamwork (Organ 1988). In the appearing literature, prosocial service behaviors have both of the positive and negative relationship with vary variables and the organizational performance (Ackfeldt & Coote, 2003).

Many kinds of employees' behaviors cannot be controlled by management; it is the optional behaviors from employees that will determine the service quality perceptions (Boshoff & Tait, 1996). Prosocial behaviors can be described in many explanations based on different consequences and organizational effectiveness. For example, prosocial behaviors can be presented as joining and staying in the organization, meeting the

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specific standards of performance, and representing extra performance with coworkers and organizations (Brief & Motowidlo, 1986). Bettencourt and Brown (1997) and Kelley and Hoffman (1997) stated prosocial service behaviors come in two forms: customer-directed prosocial behaviors which involve provision of services in organization, and employee-directed prosocial behaviors which are directed toward coworkers.

Mowday, et al., (1982) described the factors that have an impact on prosocial service behaviors: personal characteristics such as empathy, neuroticism, educational level, and mood; and organizational context and work environment such as reciprocity norms, group cohesiveness, role models, reinforcement contingencies, leadership style, organizational climate, stressors and anything else that effect to mood and job satisfaction.

For customers, evaluation of service quality depends on the employee performance (Malhotra & Mukherjee, 2004). Pandit (2001) described the major characteristics of measuring the employee's performance as being seen as a good employee by the supervisor and being recognized as a good worker by colleagues. When employees perform one prosocial behavior, they will perform others (Van Maanen & Schein, 1979). This concept is the same as the socialization research that one type of helping behavior is more expected to other helping behaviors due to the personal value acquired through the socialization process (Kelly & Hoffman, 1997).

Prosocial service behaviors of employees can be positively related with the job satisfaction in terms of the work fairness (Bettencourt & Brown, 1997). The higher the job satisfaction, the higher the prosocial service behaviors (Hoffman, & Ingram, 1992). George and Bettenhausen (1990) studies findings that prosocial service behaviors was

significantly and positively related to objective service performance ($p < 0.05$) also lends

support to the validity of our measure of prosocial behavior. Organ (1990) also argued

that the employees' service behaviors come from their job satisfaction. In contrast, the

study of DeGrendel (1998) found that the correlation between job satisfaction and

individual service behaviors has no significant relationship; the same result as the

research of Iaffaldano and Muchinsky (1985).

This study will quote from the study of Hoffman and Kelly (1994) and Brief and

Motowidlo (1986) which identified three types of prosocial service behaviors of

employees that are assumed to be beneficial to the firm as the following.

Extra-Role Customer Service Behaviors

Extra-role customer service refers to optional behaviors of contact employees in

serving customers that are exceptions from official role requirements (Brief &

Motowidlo, 1986). "Extra-role performance refers to unprompted and unsolicited acts

performed over and above the normal procedures called for to create customer

satisfaction (Chebat, Babin, & Kollias, 2003)." The extra-role service behaviors, positive

ways, include the functional behaviors such as cooperating with others, and suggesting

organizational improvement. Sometimes, employees providing services in a manner that

is detrimental for the organization may help customers. The dysfunctional extra-role

behaviors that help coworkers in ways that may help them personally may be costly for

the organization and may detract from organizational efficiency (Katz, 1964).

Service behaviors, that go further than customer's expectation, have the positive

advantages to the organization. Recently, the marketing literature focused on the

importance of extra-role service behavior during the service encounter (Bettencourt & Brown, 1997; Kelly & Hoffman, 1997).

Bettencourt and Brown (1997) found that job satisfaction has the correlation coefficient with the extra-role customer service (0.117, $p < 0.10$).

Cooperation

Cooperation refers to the helpful behaviors of contact employees to other members of their immediate work group. Organ (1990) stated that helpful behaviors imply extra work taken on by an individual employee; work that is not described in the job description. Cooperation can be either with job-related matters or with personal matters. There are acts of job-related matters such as helping others who are absent, orientation of new employees even though it is not required, or helping others who are burdened with an extra work load; in addition, employees may take extra time to help others with personal matters such as helping coworkers who have the family problems, emotional upsets, or avoiding censure for committing errors or for breaking organizational rules (Brief & Mottowidlo, 1986). Katz and Kahn (1978) quoted that any organization in which cooperation was limited to formally prescribed behaviors would totally break down.

Brief & Motowidlo (1986) argued that when employees cooperate with coworkers, act to protect the organization from unexpected hazards, and speak positively about the organization to others, the organization benefits. As the study of Bettencourt and Brown (1997), job satisfaction has a positive relation with cooperation at 0.009.

Moreover, Kelly and Hoffman (1997) reported that the positive affect that employees get have a positive significant relationship with cooperation.

All in all, many studies have been explored the concept about management commitment to service quality, employees' job satisfaction, and prosocial service behaviors. Some studies found out the significant relationships and some did not. As a result, this study will examine the relationships among them.

Research Hypotheses

Based on previous literature about management commitment to service quality (organizational support, reward, empowerment, and training), employees' job satisfaction, and prosocial service behaviors (extra-role customer service and cooperation), the following six hypotheses were developed as the following:

H1: There is a significantly positive relationship between organizational support and employees' job satisfaction.

H2: There is a significantly positive relationship between reward and employees' job satisfaction.

H3: There is a significantly positive relationship between empowerment and employees' job satisfaction.

H4: There is a significantly positive relationship between training and employees' job satisfaction.

H5: There is a significantly positive relationship between employees' job satisfaction and extra-role customer service behaviors.

H6: There is a significantly positive relationship between employees' job satisfaction and cooperation.

The Conceptual Model

The previous review of the literature presented the significant relationships among management commitment to service quality, employees' job satisfaction, and prosocial service behaviors. Moreover, the six hypotheses were developed to testify the relationships among management commitment to service quality, employees' job satisfaction, and prosocial service behaviors. This study will establish the research model in figure 1.

FIGURE I

The Conceptual Model

**Management Commitment
to Service Quality**

Organizational
Support

H1

Prosocial Service Behaviors

Reward

H2

Extra-Role
Customer
Service
Behaviors

H5

Employees'
Job Satisfaction

Empowerment

H3

H6

Cooperation

H4

Training
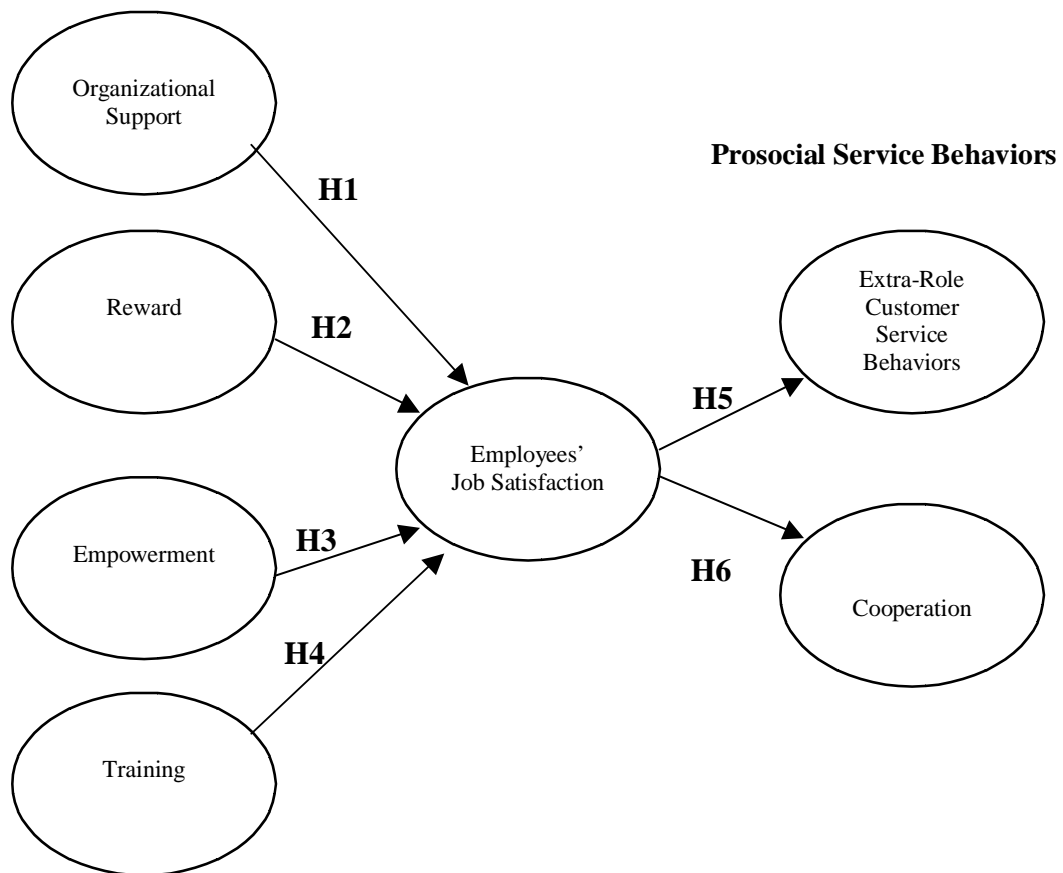
CHAPTER III

METHODOLOGY

The purpose of this chapter is to describe the methodology of this study. This chapter discusses research design, research instrument, data collection, and data analysis. The first section, research design, describes the type of research used to gather the data. The instrument section describes the participants in the study, the pilot test, the compositions, and the development of the survey instrument and measurement. The data collection section explains the methods used by the researcher to gather the data. Finally, the data analysis section describes the analytical procedures used in this study.

Research Design

This study identifies the effect of management commitment to service quality on employees' job satisfaction and prosocial service behaviors. Questionnaires were administered to prove the research hypotheses.

1. There is a significantly positive relationship between organizational support and employees' job satisfaction.

2. There is a significantly positive relationship between reward and employees' job satisfaction.

3. There is a significantly positive relationship between empowerment and employees' job satisfaction.

4. There is a significantly positive relationship between training and employees' job satisfaction.

5. There is a significantly positive relationship between employees' job satisfaction and extra-role customer service behaviors.

6. There is a significantly positive relationship between employees' job satisfaction and cooperation.

The close-ended questionnaires were used in this study because they were more convenient for the respondent to answer and for the researcher to interpret the questionnaires' results. Seven variables were included to test the research hypotheses. They describe the distinguishing characteristics of Thai hotel employees in terms of management commitment to service quality (organizational support, reward, empowerment, and training), employees' job satisfaction, and prosocial service behaviors (extra-role customer service behaviors and cooperation).

In previous research, the managers from the organization evaluated the management commitment to service quality (George, 1990; Mohr-Jackson, 1993). However, Lovelock (1985); Schneider and Bowen (1985); and Forrester (2000) argued that the employees should evaluate the concept of management commitment to service quality. As a result, this study focuses on employees' evaluation of the management commitment to service quality and job satisfaction.

On the other hand, the prosocial service behaviors that employees provide to customers and coworkers will be evaluated by the supervisor or the manager. Evaluating

by managers rather than employees will eliminate the biased results of employees' service behaviors. This concept is supported by the previous study of Forrester (2000); Lovelock (1985); and Schneider and Bowen (1985).

Questionnaire approval was obtained from the Oklahoma State University Institutional Review Board for the study of human subjects. Each participant received a cover letter explaining the purpose of the study and insisting that participation in the study was voluntary. Moreover, employees were assured that their participation or nonparticipation would not adversely affect their current employment status.

The Research Instrument

The Sample

The target population of the study was frontline hotel employees in Bangkok, Thailand. The researcher used the judgment sample to gather the data because these samples were expected to service the research purpose (Churchill & Brown, 2004). This study chose frontline hotel employees from the eight three- to five-star hotels in Bangkok, Thailand (Thai Hotels Association, 2004). The reasons for choosing these hotels areas follow.

In comparison to other tourist destinations in Thailand, Bangkok is the capital and thus has the greatest number of tourists. The diversity of customers and types of hotels will reflect the different perceptions of respondents' performances. It is reasoned that the respondents would represent all frontline hotel employees in Thailand.

Lastly, the researcher's connection with the supervisors and the managers in these hotels allowed better cooperation of the respondents and increased the response rate of the survey.

The researcher distributed the questionnaires at the Intercontinental Bangkok, Sofitel Silom Bangkok, The Davis Bangkok, The Arnoma Hotel Bangkok, The Four Seasons Bangkok, The Metropolitans Bangkok, Moritus Hotel, and The Grand Hyatt Erawan Bangkok. All hotels are located in downtown Bangkok.

The frontline hotel employees consisted of receptionists, guest service agents, concierges, doormen, bellmen, operators, and other positions. In addition, supervisors and managers evaluated individual employees.

Development of Conceptual Model

Following the literature review, four factors were found to have an important influence on the management commitment to service quality: organizational support, reward, empowerment, and training. These factors are believed to increase the employees' job satisfaction and prosocial service behaviors.

The research model in this study was designed by combining two research models: a conceptual model of service recovery performance of Babakus, Yavas, Karatepe, and Avci (2003) and the model of relationships among contact employee psychological outcomes, prosocial service behaviors, and customer evaluations of Bettencourt and Brown (1997).

In this research, the employee management commitment to service quality and job satisfaction, and the manager evaluated the employees' prosocial service behaviors.

The Pilot Test

In order to make the items in the questionnaires as valid as possible, the researcher conducted a pilot test to confirm the validity and the reliability of the questionnaires. The pilot tests' subjects were the graduate students from the School of Hotel and Restaurant Administration at Oklahoma State University who were enrolled in spring 2004 semester, and frontline hotel employees who worked the day shift at Best Western Hotel, Fairfield Inn, Hampton Inn, and Holiday Inn in Stillwater, Oklahoma in March, 2004.

The researcher checked the time required for one respondent to take the survey. It took about 3-5 minutes, which was an adequate time for doing the employee questionnaire. It took about 40-45 minutes for a manager to evaluate between five and eight employees, so the researcher eliminated four of the ten items on the managers' questionnaire. Assuming the appropriate time for the managers to do the questionnaires is about 15-30 minutes.

The statistical results of the reliability factor from the pretest presented the following: the reliability coefficients (alpha) of the organizational support was 0.75, reward was 0.91, empowerment was 0.85, training was 0.92, employees' job satisfaction was 0.76, extra-role customer service behaviors was 0.96 and cooperation was 0.85. The results of the reliability coefficient (Alpha) were acceptable to test the real samples.

Survey Instrument

The questionnaires have been adapted from the previous study and the two surveys were conducted.

Employees were asked about management commitment to service quality and job satisfaction. The first section collected demographic information from the respondent by asking fixed-alternative questions about gender, age, education, income, length of employment, and position (Lam, Zhang, & Baum, 2001).

The second section explored the employee's perception of management commitment to service quality and their job satisfaction. The four dimensions of management commitment to service quality were divided into organizational support, reward, empowerment, and training.

The two statements of *organizational support* were-- 1) The organization tries to make my job as interesting as possible; and 2) My organization strongly considers my goals and values—were adapted from the study of Eisenberger, Huntington, Hutchison, and Sowa (1986).

Employees were asked to respond to the following statements of reward: 1) If I improve the level of service I offer customers, I will be rewarded; 2) The rewards I receive are based on customer evaluations of service; and 3) I am rewarded for dealing effectively with customer problems.

Three items of *empowerment* were: 1) I have the authority to correct customer problems when they occur; 2) I am encouraged to handle customers by myself; and 3) I do not have to get management's' approval before I handle customer problems.

Training had three items: 1) I receive continued training to provide good service; 2) I receive extensive customer service training before I come into contact with customers; and 3) I am trained to deal with customer complaints. The items of reward, empowerment, and training were adapted from Babakus, Yavas, Karatepe, and Avci (2003) and Boshoff and Allen (2000).

Four scales of *employees' job satisfaction*—1) Given the work I do, I feel that I am paid fairly, 2) The benefits provided by the hotel are not satisfactory, 3) I feel a sense of pride and accomplishment as a result of the type of work I do, and 4) I very much like the type of work I am doing—were developed from the research of Lucus, Babakus, and Ingram (1990) (see Appendix A).

Managers were asked about their agreement with the statements of an individual employee's prosocial service behaviors. The questionnaires were also divided into two sections. The first section was nearly identical to the employee's questionnaire—the five closed-end questions on this first section considered gender, age, education, income, length of employment, and the area of work (Lam, Zhang, and Baum, 2001).

The second section dealt with the agreement of the statement of employees' prosocial service behaviors to customers and coworkers. The two dimensions addressed in this section are extra-role customer service behaviors and cooperation. The three statements of *extra-role customer service behaviors* are: 1) Voluntarily assists customers even if it means going beyond job requirements; 2) Often goes above and beyond the call of duty when serving customers; and 3) Frequently goes out the way to help customers.

At the same time *cooperation* has the three items: 1) Helps other employees who have heavy workloads; 2) Is always ready to lend a helping hand to those employees

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around him/her; and 3) Helps orient new employees even though it is not required. Items of extra-role customer service behaviors and cooperation were developed by the studies of Bettencourt and Brown (1997) and Podsakoff et al. (1990) (see Appendix B).

Measurement

Both questionnaires were measured by using the 5-point Likert scales, from 1 (strongly disagree) to 5 (strongly agree). The 5-point Likert scales are the accepted technique for attitude measurement (Churchill & Brown, 2004). One manager evaluated the data for between five and seven employees in the department that he or she supervised.

The employee and manager questionnaires were translated into the Thai language because the respondents varied in terms of demographic classification (especially English knowledge). The Thai version was translated by the researcher and two Thai graduate students at the School of Hotel and Restaurant Administration of Oklahoma State University. The translated version was pre-tested in order to make sure that it conveyed the same meaning and that the language difference would not affect the correct understanding of the subject matter. In turn, these Thai questionnaires were also back-translated into English by the two hotel managers to confirm a correct translation.

Data Collection

Each of the participants was asked to take part in the current study with a cover letter that accompanied the survey packets. The cover letter contained a brief explanation

of the study, an assurance of confidentiality, and instructions for answering the questionnaire.

To collect the data, the researcher consulted with the Front Office managers to obtain their permission to distribute the questionnaires. The researcher asked the managers about the total number of employees in the department and provided the exact number of questionnaires to the managers. The managers helped the researcher distribute and collect the questionnaires. The managers returned the completed questionnaires to the researcher. After that, the researcher coded the employees' responses on the managers' questionnaires with the same code number. The questionnaires were given to all frontline hotel supervisor and managers for employees' performance evaluation. Matching the employee questionnaire and the manager questionnaire was done for data analysis.

The survey was conducted from May 11-31, 2004 in Bangkok, Thailand, covering morning, afternoon, and night shifts of all eight hotels and all frontline positions.

From a total of 350 employee questionnaires distributed, 194 usable questionnaires were returned. The response rate was 55.42%. Meanwhile, all 29 manager questionnaires were completed, and the response rate was 100%.

Data Analysis

To test the hypotheses, the data was analyzed by using the Statistical Package for Social Sciences (SPSS version 12.0) and LISREL version 8.52 by Joreskog and Sorbom (2004). Descriptive statistics with mean, standard deviation, and correlation were used to

explain the correlation among the management commitment to service quality, job satisfaction, and prosocial service behaviors.

Meanwhile, the factor analysis confirmed factor loading in each variable to provide the appropriate factor to examine the research model. Lastly, the structural equation modeling was utilized to determine the significant relationships among management commitment to service quality, employees' job satisfaction, and prosocial service behaviors. The structural equation modeling confirms this conceptual model perfectly because these variables have causal relationships, and there are two dependent variables (extra-role customer service behaviors and cooperation) in the study.

CHAPTER IV

RESULTS

The results will answer the research hypotheses. This section will explain the respondents' demographic profiles. The confirmatory factor analysis of the measurement model will categorize the appropriate factor variables and will use them to analyze the results. Lastly, the structural equation modeling will examine the relationships among observed variables (management commitment to service quality: organizational support, reward, empowerment, and training) and latent variables (employees' job satisfaction and prosocial service behaviors: extra-role customer service behaviors and cooperation).

Respondents' Demographic Profiles

The demographic profiles of frontline hotel employees and managers were explained in Table 1. The employee respondents consisted of 84 males (43.3%) and 110 females (56.7%). The largest age group was 16-25 years old (47.9%) and 26-35 years old (44.4%). About one-fifth (19.1%) of employees completed senior high school, 19.6% of employees held a degree from a technical institute or the college school, and 60.3% of employees had earned a bachelor degree. The hotel has from employed its employees for 1-3 years (31.44%), 3-5 years (24.23%), and more than 5 years (27.32%). Nearly 85% of employees (164) earned between $201 to 500 per month, and 11.9% (23) earned between

$501 to 750 per month. The largest percentages of employees were receptionists and guest service agents (38.1%) and bellmen or doormen (25.3%).

The demographic characteristics of frontline hotel managers were also shown in Table 1. The manager respondents consisted of 13 males (44.8%) and 16 females (55.2%). More than 72% of managers (21) were 26-35 years old and 24.1% (7) were 36-45 years old. Almost all managers (96.6%) had completed the bachelor's degree. Five managers (17.2%) had been working less than one year, seven managers (24.2%) had the length of employment between 1-5 years, and 17 managers (58.6%) had more than five years working experience. Seven managers (24.1%) had an income below $200 per month, 14 managers (48.3%) had an income between $201-500 per month, and 8 (27.6%) managers earn an income between $501-750 per month. Sixteen managers (55.1%) worked in the reception section and seven managers (24.1%) worked in other areas, such as the Executive Club and the Spa Club.

TABLE 1

Respondents' Demographic Profiles

	Frontline Employees n = 194		Managers n = 29	
	Frequency	**Percentage**	**Frequency**	**Percentage**
Gender				
Male	84	43.30%	13	44.80%
Female	110	56.70%	16	55.20%
Age (years)				
16-25	93	47.90%	1	3.50%
26-35	86	44.40%	21	72.40%
36-45	15	7.70%	7	24.10%
Education				
Senior High School	37	19.10%	0	0.00%
Tech. Ins./College	38	19.60%	0	0.00%
University	117	60.30%	28	96.60%
Graduate	2	1.00%	1	3.40%
Length of Employment				
Less than 1 years	33	17.01%	5	17.20%
1-3 years	61	31.44%	4	13.90%
3-5 years	47	24.23%	3	10.30%
More than 5 years	53	27.32%	17	58.60%
Income (per month)				
Below $200	7	3.60%	7	24.10%
$201-500	164	84.50%	14	48.30%
$501-750	23	11.90%	8	27.60%
Working Section				
Reception/GSA	74	38.10%	16	55.10%
Business Center	13	6.70%	2	6.90%
Bellmen/Doormen	49	25.30%	1	3.50%
Concierge	14	7.20%	1	3.50%
Operator	26	13.40%	2	6.90%
Other	18	9.30%	7	24.10%

The Correlation Analysis

The correlation analysis demonstrates the underlying relationships of the variables (Hair et al., 1992). The means, standard deviations, and correlation of each observed variable are presented in Table 2.

All four independent variables have a positively significant correlation with employees' job satisfaction at the $p < 0.01$ level. Reward ($r = 0.69$) has the highest significant correlation with employees' job satisfaction, followed by organizational support ($r = 0.65$), training ($r = 0.64$) and empowerment ($r = 0.59$). In contrast, organizational support, reward, empowerment, and training have a moderate correlation with extra-role customer service behaviors ($r = 0.49, 0.53, 0.45,$ and 0.48 at $p < 0.01$ level). However, the same four independent variables have a slight correlation with cooperation (between $0.10 - 0.11$), and they are not significant ($p > 0.05$).

Employees' job satisfaction has a high correlation with extra-role customer service behaviors ($r = 0.76, p < 0.01$); however, employees' job satisfaction has a moderate correlation with cooperation ($r = 0.16, p < 0.05$). In contrast, extra-role customer service behavior has a slight correlation with cooperation ($r = 0.12$), and it is not significant ($p > 0.05$).

TABLE 2

Mean (M), Standard Deviations (SD), and Correlation Matrix

Measure	M	SD	1	2	3	4	5	6
1. Organizational support	3.58	0.75	-					
2. Reward	3.58	0.78	0.59**	-				
3. Empowerment	3.54	0.77	0.61**	0.37**	-			
4. Training	3.78	0.72	0.39**	0.55**	0.27**	-		
5. Employees' Job satisfaction	3.53	0.78	0.65**	0.69**	0.59**	0.64**	-	
6. Extra-Role Customer Service Behaviors	3.60	0.76	0.49**	0.53**	0.45**	0.48**	0.76**	-
7. Cooperation	3.96	0.90	0.10	0.11	0.10	0.10	0.16*	0.12

** Correlation is significant at the 0.01 levels (2-tailed).
* Correlation is significant at the 0.05 levels (2-tailed).

The Measurement Model

The LISREL version 8.52 model (Joreskog & Sorbom, 2004) will be used to analyze the results of this data. The study will conduct two steps to test the hypotheses: the measurement model and the structural equation model.

The measurement model specifies the relationships of the observed variables to their latent constructs (DeGrendel, 1998). The measurement model in this study examines the relationships of the observed variables (management commitment to service quality: organizational support, reward, empowerment, and training) to the latent constructs (employees' job satisfaction and prosocial service behaviors: extra-role customer service behaviors, and cooperation).

Conducting a Confirmatory Factor Analysis (CFA) of measurement model confirms the factor structure of the measures as used. When the factors are appropriately identified and loaded, the hypothesized structural model can be tested (Hair et al., 1992).

The researcher eliminated one item of organizational support items because it did not load in a common way (ORG1: Help is available from my organization when I have a problem). As a result, reliability increased as well, and the reconstruction of the goodness of fit data was more appropriate for testing.

All items with a factor loading above 0.5 are included in the confirmatory factor analysis because they were considered significant (Hair et al., 1992). In Table 3, the magnitudes of the loading range from 0.52 to 0.81, and all loadings are significant; the t-value is more than 8.0 and $p < 0.001$. The first factor, organizational support has two significant loadings with a reliability coefficient of 0.75. The reward factor has three significant loadings with a reliability coefficient of 0.85. While empowerment, the third

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factor, has three factor loadings with 0.83 of a reliability coefficient, which presents the significant loadings. The training factor presents three significant loadings with a reliability coefficient of 0.82. Meanwhile, the four factor loadings of employees' job satisfaction have a significant reliability coefficient at 0.75. The sixth factor, extra-role customer service behaviors has a reliability coefficient of 0.87 of the three loadings, and the last factor, cooperation, has a three significant loadings (reliability coefficient = 0.84).

Furthermore, the evidence of discriminant validity exists when the proportion of variance extracted in each construct exceeds the square of the coefficients representing its correlation with other factors (Fornell & Larcker, 1981). One pair of scales with a high correlation between them was reward and employees' job satisfaction in table 2 (correlation = 0.69, square of the correlation = 0.47). The variance extracted estimates were 0.66 and 0.61, respectively, indicating adequate discriminant validity. Another pair might concerned about the descriminant validity of the employees' job satisfaction and extra-role customer service behaviors (correlation = 0.76, square of the correlation = 0.57). The variance extracted estimates were 0.61 and 0.51 respectively. The measures appear to have acceptable levels of validity.

The confirmatory factor analysis produces a good fit to the data: Chi-Square = 229.45, df = 168, Root Mean Square Error of Approximation [RMSEA] = 0.040, Goodness of Fit Index [GFI] = 0.90, Normed Fit Index [NFI] = 0.95, and Comparative Fit Index [CFI] = 0.99 (see Table 3). The results show a reasonable fit of a seven-factor model to the data on the basis of a number of fit statistics.

TABLE 3

Results of Confirmatory Factor Analysis

	standardized Loading	t-value	Cronbach's Alpha	CCR	AVE
F1: Organizational Support			0.75	0.75	0.60
ORG1. The organization tries to make my job as interesting as possible.	0.58	11.30			
ORG2. My organization strongly considers my goals and values.	0.60	10.85			
F2: Reward			0.85	0.85	0.66
REW1. If I improve the level of service I offer customers, I will be rewarded.	0.62	12.43			
REW2. The rewards I receive are based on customer evaluations of service.	0.63	12.64			
REW3. I am rewarded for dealing effectively with customer problems.	0.66	13.67			
F3: Empowerment			0.83	0.83	0.63
EMP1. I have the authority to correct customer problems when they occur.	0.58	12.57			
EMP2. I am encouraged to handle customers by myself.	0.56	11.62			
EMP3. I do not have to get management's approval before I handle customer problems.	0.71	12.54			
F4: Training			0.82	0.82	0.60
TRA1. I receive continued training to provide good service.	0.56	11.14			
TRA2. I receive extensive customer service training before I come into contract with customers	0.55	12.01			
TRA3. I am trained to deal with customer complaints.	0.59	12.47			
F5: Employees' Job Satisfaction			0.75	0.83	0.61
SAT1. Given the work I do, I feel that I am paid fairly.	0.61	11.45			
SAT2. The benefits provided by the hotel are not satisfactory.	0.60	11.51			
SAT3. I feel a sense of pride and accomplishment as a result of the type of work I do.	0.59	12.42			
SAT4. I very much like the type of work I am doing.	0.52	10.88			
F6: Extra-Role Customer Service Behaviors			0.87	0.76	0.51
EXT1. Voluntarily assists customers even if it means going beyond job requirements.	0.52	10.19			
EXT2. Often goes above and beyond the call of duty when serving customers.	0.56	10.75			
EXT3. Frequently goes out the way to help customers.	0.55	10.98			
F7: Cooperation			0.84	0.85	0.65
COO1. Helps other employees who have heavy work loads.	0.69	13.67			
COO2. Is always ready to lend a helping hand to those employees around him/her.	0.81	14.65			
COO3. Helps orient new employees even though it is not required.	0.67	10.09			

All loading are significant at the 0.01 level

X2 = 229.45, df = 168, Root Mean Square Error of Approximation [RMSEA] = 0.053,

Goodness of Fit Index [GFI] = 0.88, Normed Fit Index [NFI] = 0.94, Comparative Fit Index [CFI] = 0.97

CCR: Composite Construct Reliability

AVE: Average Variance Extract

Structural Equation Modeling

When the appropriate measurement model has been established, the next step is to test the full structural model. Structural equation modeling is a tool for testing the causal relationships among the latent variables, explaining the causal effects and assigning the explained and unexplained variance (Modsker, William, & Holahan, 1994: Joreskog & Sorbom, 2004). This study uses the structural equation modeling computer software package called LISREL (Version 8.52) by Joreskog and Sorbom (2004) to examine the relationships of the observed variables (management commitment to service quality) to the latent constructs (employees' job satisfaction and prosocial service behaviors) and the relationships among these latent variables. Structural equation modeling can test many exogenous and endogenous variables at the same times.

A Maximum Likelihood estimation (ML) is used to estimate parameters. The model identifies and examines for fit with the data. The resulting factor weights and path coefficients are indicated in Table 4. The Chi-Square statistic, in structural equation modeling, is used to test the null hypothesis that the difference between the sample covariance matrix and the model implied covariance matrix is zero. The goodness of fit index (GFI) and adjusted goodness of fit index (AGFI) were measured for overall fit and indicated the relative amount of variances and covariance jointly accounted for by the model (Joreskog and Sorbom, 2004). The comparative fit model (CFI) compares the latent variables that are not correlated (the independence model). A CFI close to 1.00 indicates a very good fit and an acceptable model. Finally, the root mean square of approximation (RMSEA) computes average lack of fit per degree of freedom, and there is

adequate fit if RMSEA is less than or equal to 0.08 (Structural Equation Modeling, 2004).

In Table 4, the indices indicate a relatively good fit with the data (Chi Square = 272.06, df = 177, p < 0.000; GFI = 0.88; AGFI = 0.85; CFI = 0.97; RMSEA = 0.053; SRMR = 0.072). The CFI is higher than 0.96 and the SRMR is less than 0.09, so we should not reject the hypothetical model (Hu & Benter, 1999). As a result, the fit for the model is acceptable.

A squared multiple correlation (R^2) indicates the percentage of variance accounted for in a dependent variable by one or more independent variables. For employees' job satisfaction, R^2 square is 0.70, R^2 of extra-role customer service behaviors is 0.57, and R^2 of cooperation is 0.03.

The results of the parameter estimate (Maximum Likelihood) in Table 4 supported only five of six hypotheses linking the constructs in the model. Results of structural equation modeling support Hypotheses 2, 3, 4, 5, and 6 are below.

Hypothesis 2 proposed that reward has a significantly positive relationship with employees' job satisfaction, and the result supports this hypothesis (t-value = 3.36, p < 0.01). The result also supports Hypothesis 3, that there is a significantly positive relationship between empowerment and employees' job satisfaction (t-value = 3.44, p < 0.01). Training is significantly related to employees' job satisfaction, which is proposed in Hypothesis 4. The result also supports Hypothesis 4 that training is significantly related to employees' job satisfaction at p < 0.01 level (t-value = 4.21). The result supports Hypothesis 5 that there is a significantly positive relationship between employees' job satisfaction and extra-role customer service behaviors (t-value = 7.19, p <

0.01). Lastly, the study supports Hypothesis 6 (H6) because there is a significant positive

relationship between employees' job satisfaction and cooperation (p < 0.05).

However, Hypothesis 1 (H1) is not supported because there is no significant

relationship between the organizational support and employees' job satisfaction (p >

0.05).

The analysis results are provided on the model in Figure 2.

TABLE 4

Parameter Estimates

Parameter	Description			Parameter Estimates (ML), (t-value)
H1	Organizational Support	→	Employees' Job Satisfaction	0.16 (1.54)
H2	Reward	→	Employees' Job Satisfaction	0.31 (3.36)**
H3	Empowerment	→	Employees' Job Satisfaction	0.29 (3.44)**
H4	Training	→	Employees' Job Satisfaction	0.33 (4.21)**
H5	Employees' Job Satisfaction	→	Extra-Role Customer Service Behaviors	0.76 (7.19)**
H6	Employees' Job Satisfaction	→	Cooperation	0.16 (1.98)*

Chi-Square = 272.06, df = 177, P = 0.00, Comparative Fit Index (CFI) = 0.97
RMSEA = 0.053, SRMR = 0.072

R Square: Employees' Job Satisfaction	0.70
Extra-Role Customer Service Behaviors	0.57
Cooperation	0.03

** $p < 0.01$, * $p < 0.05$

FIGURE 2

The Results of the Conceptual Model

Management Commitment to Service Quality

Organizational Support

Reward

Empowerment

Training

0.16 (1.54)

0.31 (3.36) **

0.29 (3.44) **

0.33 (4.21) **

Employees' Job Satisfaction

Prosocial Service Behaviors

Extra-Role Customer Service Behaviors

0.76 (7.19) **

0.16 (1.98)*

Cooperation
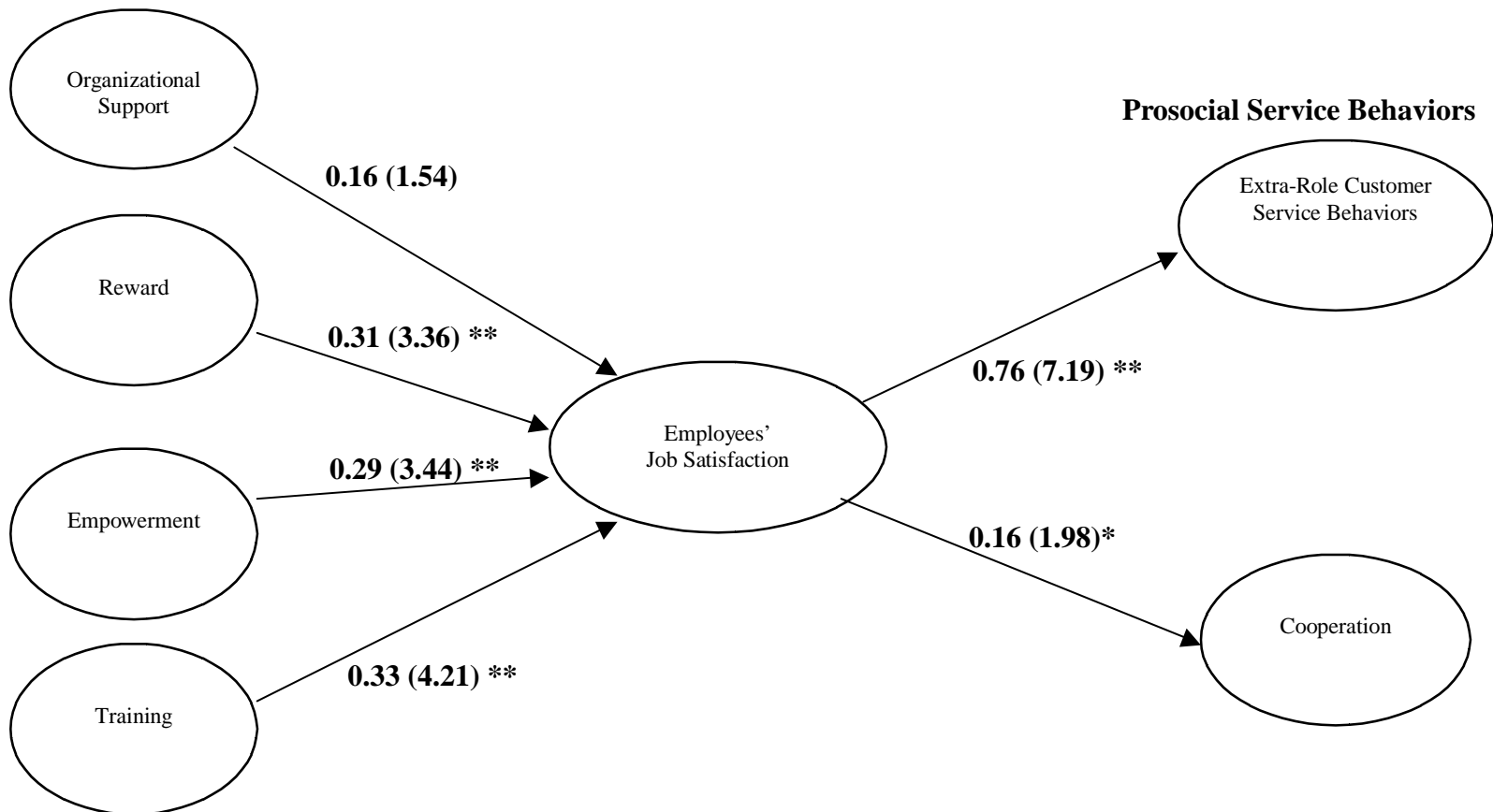
Note: ** p < 0.01, * p < 0.05

Summary

The data was analyzed by using the correlation analysis describing the relationship among management commitment to service quality, employees' job satisfaction, and prosocial service behaviors. The confirmatory factor analysis loads the factors into the appropriate observed and latent variables. Lastly, the appropriate structural model is used to examine the relationship among the observed and latent variables.

To summarize the results of this study, management commitment to service quality in terms of reward, empowerment, and training are the best predictors for employees' job satisfaction. In contrast, organizational support is not a good indicator of employees' job satisfaction.

Meanwhile, employees' job satisfaction also has a significant relationship with prosocial service behaviors in terms of extra-role customer service behaviors and cooperation.

Overall, the results confirm the effect of management commitment to service quality on job satisfaction and prosocial service behaviors among Thai frontline hotel employees. The more confident employees are in their management, the more satisfied they are with their jobs, and the better service they provide to customers and coworkers.

CHAPTER V

DISCUSSION AND CONCLUSION

Discussion, limitations and suggestions for future research, managerial implications, and the conclusion are provided in this chapter. The discussion describes the findings and compares the results with those of previous studies. The managerial implications recommend ways in which management can apply the findings to their organization. Limitations of the study and suggestions for future research are based on the findings and what is required for future research. Lastly, the conclusion reiterates the purpose of this paper.

Discussion

Studies by Bettencourt and Brown (1997) and by Babakus et al. (2003) provided the empirical evidence of management commitment to service quality on employees' job satisfaction and prosocial service behaviors. The objective of this study is to examine the relationships among management commitment to service quality, employees' job satisfaction, and prosocial service behaviors in the lodging industry in Thailand. The statistical analysis, the descriptive statistics, the correlation analysis, the confirmatory

factor analysis, and the structural equation modeling, are used to examine the relationships among them.

The result shows that training has the most significant relationship with employees' job satisfaction (t-value = 4.21, p< 0.01). This result supports the findings of Babakus et al., (2003) and Tsaur and Lin (2004).

Empowerment also has a significantly positive relationship with employees' job satisfaction (t-value = 3.44, p < 0.01), which supports the research of Ackfeldt and Coote (2003), Koberg et al. (1997), Babakus et al. (2003), and Maxwell (1997).

Reward has a significant relationship with employees' job satisfaction (t-value = 3.36, p < 0.01), which is consistent with the results of Babakus et al., (2003) and Keller and Szilagyi (1976).

The management commitment in terms of rewards, empowerment, and training is a good predictor of Thai frontline hotel employees' job satisfaction, because reward, empowerment, and training have a significantly positive relationship to employees' job satisfaction. Employees attribute these three elements of management commitment to their job satisfaction. In the other words, the more committed the management is to employees, the more satisfied they are.

Organizational support, on the other hand, has no significant relationship with employees' job satisfaction at the 0.05 level, so it is not a good predictor of employees' job satisfaction. Employees might not notice the recognition or respect that managers or the organization provide to them. Perhaps the daily job routine is not interesting for them, and the hotel does not define its values and goals. Most employees remain with one hotel for several years, so they lose their interest in service. Moreover, it is a routine an

unexciting. In addition, promotion is hard because the higher positions are always filled; it is like a pyramid model. Employees stay because of the salary and reputation of the hotel, or perhaps they are too old to start over at a new hotel. These are some reasons why people are not stimulated or see their work as important. And when their work carries no value, organization support does not mean anything to them.

Furthermore, there are significant positive relationships between employees' job satisfaction and extra-role customer service behaviors (t-value = 7.19, p < 0.01) and cooperation (t-value = 1.98, p < 0.05). The results support the finding of George and Bettenhausen (1990); and Hoffman and Ingram (1992). When employees are pleased with their jobs, they appreciate them more, and they respond by providing better service behaviors to customers and coworkers.

Managerial Implications

By using the same items from the studies of Babakus, Yavas, Karatepe, and Avci (2003), Bettencourt and Brown (1997), and Eisenberger, Huntington, Hutchison, and Sowa (1986) to study the effect of management commitment to service quality, employees' job satisfaction and prosocial service behaviors, the results show many implications for the hotel managers in Thailand.

First of all, training programs will improve employees' job satisfaction and service performance. Training clarifies several service issues that employees may not know, teaches the practices that will improve guest satisfaction, and increase employee satisfaction in return. However, most hotels in Thailand provide only one-time training

when employees are hired (Saibang & Schwindt, 1998). The manager must cooperate with the Human Resources Department to offer additional training programs about service quality or the hotel service culture. Moreover, the hotel should provide regular training programs. Otherwise, employees can become distracted, and the training program would not be effective. Training programs should take place twice to three times a year and must be relevant to job description programs and service quality programs. Managers should consider monitoring training, because it will remind employees of their service commitment to customers.

The majority of international tourists visiting Thailand are Malaysian, Japanese, and Chinese; hence the manager may consider training programs that will improve employees' proficiency in English, Chinese, or Japanese (Tourism Authority of Thailand, 2003). Training in communication skills will increase employees' job satisfaction, [0] because they can communicate with customers, provide the right services, and satisfy the guests.

Secondly, empowering frontline hotel employees has become more common in the hotel business; many studies have shown that empowerment is important for the service business. On the other hand, not many employees know how to use their empowerment. Thai employees like to follow the leader; Thai culture is deferential to bosses or people in authority, so employees are uncomfortable using their authority without obtaining permission from a supervisor. Empowerment training would show employees how to exercise their empowerment. Moreover, the hotel management should encourage frontline employees to use their empowerment to prevent service failures.

However, empowerment may backfire if the manager does not properly provide the authority to employees. Networking relations are pervasive in the Thai culture. The manager should monitor the employees' empowerment because sometimes employees exploit their empowerment by soliciting rewards from customers in exchange for privileges. For instance, some employees received tips for allowing customers to check out late without penalty. Empowering trustworthy employees would be beneficial to the employees and to the hotel.

In light of the economic crisis since 1997 and higher living expenses in Bangkok Thailand, monetary rewards have become a large part of employee satisfaction. Therefore, the management may reward employees for providing excellent service to customers to motivate similar behaviors coworkers. In addition, if employees expect their efforts to be rewarded fairly, they are more likely to provide extra services to customers.

Although the result of the study does not support a relationship between organizational support and employees' job satisfaction, past research presented a positive relationship. Therefore, the management should improve other kinds of organizational support such as educational resources, materials, equipment, and corporate philosophy (Kim, Leong, & Lee, 2004). The manager should reinforce the idea that "people are the key to our success" (Schneider et al., 1994). These new working environments may develop employees' interest and increase their value to the organization. When employees trust the organization, they will be satisfied in their jobs and consequently provide the prosocial service behaviors (Randall, Cropanzano, Bormann, & Birjulin, 1999). This result may also build cooperation among employees.

Lastly, the hotel managers must be attentive to employees' needs in order to provide commitment and satisfaction. Committed and satisfied employees contribute to the success of the hotel company. The managers must, at least, keep the consistency or increase employees' job satisfaction. Moreover, the management team must demonstrate that prosocial service behaviors will be recognized by the organization (Bettencourt & Brown, 1997). Thus, employees would be encouraged to practice these behaviors in order to earn recognition.

Thailand is "the land of smiles" and Thai employees are gentle and kind. Tourists from around the world recognize Thai hospitality. These good characteristics are appropriate for service industries. The manager should motivate employees' prosocial service behaviors by improving their job satisfaction.

For the academic implication, schools of the hospitality, restaurant, and tourism in Thailand might provide a management program for executive managers to develop their knowledge about human resource management. Some managers have the practical experiences but the theoretical knowledge about the hospitality field. Offering courses in human development, employee management, and management psychology will help the managers and the organization to operate the hotel effectively.

Limitations and Suggestions

The limitations of this research should be addressed in combination with the implications of the research.

First of all, the researcher used judgment samples as representatives of a target population that was limited to the front office employees in eight hotels in Bangkok, Thailand. There was little demographic diversity among the respondents. The results could therefore not be generalized to the entire hotel industry in Thailand. Future research might apply this study either to Food and Beverage Department or the Sales and Marketing Department within these hotels, to other hotel types such as the resort hotels or the boutique hotels, or to hotels outside of Bangkok.

Secondly, the results in this study might only be applied in the lodging industry in Thailand. The influences of different cultures or industries must be investigated. For future research, using the different samples may produce different results.

Thirdly, because of the economic disaster in 1997, some hotels have been laying off employees. The employees' perceptions about their organization and job satisfaction may therefore be prejudiced. The collected data may be biased and could affect the accuracy of these results. Future research may need to take the longitudinal approach or use other samples to limit the amount of bias in the results.

Finally, this study was conducted under strict time constraints: within a three-week period in May 2004, which was the low season of the hotel business. The longitudinal approach in a different time period might provide another perception of the management commitment to service quality, job satisfaction, and prosocial service behaviors.

Conclusion

This study examines the effect of management commitment to service quality on employees' job satisfaction and prosocial service behaviors of frontline hotel employees in Thailand. The findings support the hypothesis that Thai frontline hotel employees have a significant positive relationship between management commitment to service quality (reward, empowerment, and training) and their job satisfaction. In contrast, there is no significant relationship between organizational support and employees' job satisfaction. Meanwhile, employees' job satisfaction has a significant relationship with prosocial service behaviors in terms of extra-role customer service behaviors and cooperation.

The strong positive influence of the management commitment to service quality on employees' job satisfaction and prosocial service behaviors confirms the findings of previous research. The manager must improve the management commitment to service quality because it affects employees' job satisfaction and prosocial service behaviors. Providing good training programs, increasing rewards, developing the empowerment, and improving the organizational support will increase employees' job satisfaction and employees' prosocial service behaviors to customers and coworkers.

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APPENDIXES

Appendix A: The Employee's Questionnaire

Dear Respondent,

I am Pimtong Tavitiyaman, a graduate student under the direction of Assistant Professor Dr. Woo Gon (Woody) Kim in the Hotel and Restaurant Administration Department at Oklahoma State University, Oklahoma USA. I am inviting you participate in research project of "A Study of Management Commitment to Service Quality on Job Satisfaction and Prosocial Service Behaviors".

The survey will take you about 5 minutes to complete. I hope you will take the time to complete this questionnaire and return it. Along with this letter is a short questionnaire that asks a variety of questions about the management commitment to service quality in terms of organizational support, reward, empowerment, and training and the job satisfaction. Your participation is voluntary.

I hope that the results if this survey will be useful for the hotel industry in Thailand for the trend to improve the employee performance and their organizations. I guarantee that your responses will not be identified with you personally and will not be shared any your identification with anyone outside my research group.

If you have any question about the questionnaire, you may contact me directly via email at pimtong@okstate.edu. This project has been approved by the Institutional Review Board at Oklahoma State University, 415 Whitehurst, Stillwater, Oklahoma 74078 USA, tel. 405-744-1676.

Thank you for your consideration.

Sincerely,

Pimtong Tavitiyaman
Master Student
School of Hotel and Restaurant Administration
Oklahoma State University
Stillwater, OK 74078 USA
Email: pimtong@okstate.edu
Tel: 405-269-1059

<u>Section I</u>: Classification Data
Please mark X in front of the appropriate answer.

1. Gender: ____ **Male**   ____ **Female**

2. Age: ____ **16-25 years old**
            ____ **26-35 years old**
            ____ **36-45 years old**
            ____ **Over 46 years old**

3. Education: ____ **Primary School**
            ____ **Junior High School**
            ____ **Senior High School**
            ____ **Technical Institute/Community College**
            ____ **University**
            ____ **Graduate**

4. Length of Employment: ____ **Less than 1 years**
            ____ **1 - 3 years**
            ____ **3 - 5 years**
            ____ **More than 5 years**

5. Income (per month):   ____ **Below $200 (Below THB 8,000)**
            ____ **$201 - $500 (THB 8,001 – 20,000)**
            ____ **$501 - $750 (THB 20,001 – 30,000)**
            ____ **Over $750 (Over THB 30,001)**

6. The position: ____ **Receptionist/Guest Service Agent**
            ____ **Business Center Officer**
            ____ **Bellman/Doorman**
            ____ **Concierge**
            ____ **Operator**
            ____ **Other _____**

Section II: Please indicate the level of the satisfaction.

	Strongly Dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly Satisfied
Management Commitment to Service Quality					
A. Organizational Support					
1. The organization tries to make my job as interesting as possible.	1	2	3	4	5
2. My organization strongly considers my goals and values.	1	2	3	4	5
B. Rewards					
1. If I improve the level of service I offer customers, I will be rewarded.	1	2	3	4	5
2. The rewards I receive are based on customer evaluations of service.	1	2	3	4	5
3. I am rewarded for dealing effectively with customer problems.	1	2	3	4	5
C. Empowerment					
1. I have the authority to correct customer problems when they occur.	1	2	3	4	5
2. I am encouraged to handle customers by myself.	1	2	3	4	5
3. I do not have to get management's approval before I handle customer problems.	1	2	3	4	5
D. Training					
1. I receive continued training to provide good service.	1	2	3	4	5
2. I receive extensive customer service training before I come into contract with customers.	1	2	3	4	5
3. I am trained to deal with customer complaints.	1	2	3	4	5
Job Satisfaction					
1. Given the work I do, I feel that I am paid fairly.	1	2	3	4	5
2. The benefits provided by the hotel are not satisfactory.	1	2	3	4	5
3. I feel a sense of pride and accomplishment as a result of the type of work I do.	1	2	3	4	5
4. I very much like the type of work I am doing.	1	2	3	4	5

Dear Respondent,

I am Pimtong Tavitiyaman, a graduate student under the direction of Assistant Professor Dr. Woo Gon (Woody) Kim in the Hotel and Restaurant Administration Department at Oklahoma State University. I am inviting you participate in research project to "A study of Management Commitment to Service Quality on Job Satisfaction and Prosocial Service Behaviors".

The survey will take you about 15 minutes to complete. I hope you will take the time to complete this questionnaire and return it. Along with this letter is a short questionnaire that asks a variety of questions about the prosocial service behaviors of your employees to their customers and coworkers in terms of extra-role customer service, role-prescribed customer service, and cooperation. Your participation is voluntary.

I hope that the results if this survey will be useful for the hotel industry in Thailand for the trend to improve the employee performance and their organizations. I guarantee that your responses will not be identified with you personally and will not be shared any your identification with anyone outside my research group.

If you have any question about the questionnaire, you may contact me directly via email at pimtong@okstate.edu. This project has been approved by the Institutional Review Board at Oklahoma State University, 415 Whitehurst, Stillwater, Oklahoma 74078 USA, tel. 405-744-1676.

Thank you for your consideration.

Sincerely,

Pimtong Tavitiyaman
Master Student
School of Hotel and Restaurant Administration
Oklahoma State University
Stillwater, OK 74078 USA
Email: pimtong@okstate.edu
Tel: 405-269-1059

Section I: **Classification Data**
      Please mark X in front of the appropriate answer.

1. Gender: ____ **Male**   ____ **Female**

2. Age: ____ **16-25 years old**
                                ____ **26-35 years old**
                                ____ **36-45 years old**
                                ____ **Over 46 years old**

3. Education: ____ **Primary School**
                                ____ **Junior High School**
                                ____ **Senior High School**
                                ____ **Technical Institute/College**
                                ____ **University**
                                ____ **Graduate**

4. Length of Employment: ____ **Less than 1 years**
                                ____ **1-3 years**
                                ____ **3-5 years**
                                ____ **More than 5 years**

5. Income (per month):   ____ **Below $200 (Below THB 8,000)**
                                ____ **$200 - $500 (THB 8,001 – 20,000)**
                                ____ **$500 - $750 (THB 20,001 – 30,000)**
                                ____ **Over $750 (Over THB 30,001)**

6. The managed/supervised section: ____ **Receptionist/Guest Service Agent**
                                           ____ **Business Center Officer**
                                           ____ **Bellman/Doorman**
                                           ____ **Concierge**
                                           ____ **Operator**
                                           ____ **Other _____**

<u>Section II</u>: Please indicate what you consider to be the classification of employee performance.

Prosocial Service Behaviors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A. Extra-Role Customer Service					
1. Voluntarily assists customers even if it means going beyond job requirements.	1	2	3	4	5
2. Often goes above and beyond the call of duty when serving customers.	1	2	3	4	5
3. Frequently goes out the way to help customers.	1	2	3	4	5
B. Cooperation					
1. Helps other employees who have heavy work loads.	1	2	3	4	5
2. Is always ready to lend a helping hand to those employees around him/her.	1	2	3	4	5
3. Helps orient new employees even though it is not required.	1	2	3	4	5

Move to the next page

Appendix C: The Employee's Questionnaire (Thai language)

เรียน ผู้ตอบแบบสอบถาม

      ข้าพเจ้า นางสาวพิมพ์ทอง ทวิติยามัณฑ์ นักศึกษาระดับปริญญาโท ภายใต้การควบคุมของผู้ช่วยศาสตราจารย์ ด๊อกเตอร์ วู กอน (วู๊ดตี้) คิม คณะบริหารการโรงแรมและภัตตาคาร มหาวิทยาลัยรัฐโอคลาโฮมา สหรัฐอเมริกา ข้าพเจ้าใคร่ขอความร่วมมือในการตอบแบบสอบถามสำหรับการศึกษาหัวข้อ "การศึกษาความรับผิดชอบของการบริหารในคุณภาพของการบริการต่อความพอใจในงานและพฤติกรรมการบริการที่นอกเหนือ"

      แบบสอบถามจะใช้เวลาในการทำประมาณ 5 นาที ข้าพเจ้าหวังว่า ท่านจะสละเวลาอันมีค่าในการตอบแบบสอบถามดังกล่าว คำถามจะเป็นคำถามสั้นๆ ที่ถามเกี่ยวกับความรับผิดชอบของการบริหารในคุณภาพของการบริการในเรื่องของการสนับสนุนการทำงาน ผลตอบแทน การเพิ่มอำนาจในการทำงานและการฝึกอบรม และความพอใจในการทำงาน การตอบแบบสอบถามฉบับนี้เป็นการตอบแบบอาสาสมัคร

      ข้าพเจ้าหวังว่า ผลของการวิจัยจะมีประโยชน์ต่ออุตสาหกรรมการโรงแรมในประเทศไทย เพื่อเพิ่มพูนศักยภาพของพนักงานและธุรกิจโรงแรม ข้าพเจ้ารับรองว่าจะไม่มีการเปิดเผยแหล่งที่มาของข้อมูล

      หากมีข้อสงสัยเกี่ยวกับคำถาม โปรดติดต่อข้าพเจ้าโดยตรงที่เบอร์โทรศัพท์ 02-318-2735 หรืออีเมล์ที่ pimtong@okstate.edu การวิจัยนี้ได้รับอนุญาตจากสถาบัน คณะกรรมพิจารณางานวิจัยของมหาวิทยาลัยรัฐโอคลาโฮมา หมายเลขโทรศัพท์ 405-744-1676

      ขอขอบคุณที่ให้ความร่วมมือ

ด้วยความเคารพอย่างสูง

พิมพ์ทอง ทวิติยามัณฑ์
นักศึกษาปริญญาโท
คณะการโรงแรมและภัตตาคาร
มหาวิทยาลัยรัฐโอคลาโฮมา สหรัฐอเมริกา

ส่วนที่ 1: โปรดทำเครื่องหมาย X ลงในช่องว่างที่เหมาะสมเกี่ยวกับข้อมูลส่วนตัวของท่าน

1. เพศ: _____ ชาย   _____ หญิง

2. อายุ:   _____ 16-25 ปี
                                         _____ 26-35 ปี
                                         _____ 36-45 ปี
                                         _____ มากกว่า 46 ปี

3. การศึกษา: _____ ประถมศึกษา
                                         _____ มัธยมศึกษาตอนต้น
                                         _____ มัธยมศึกษาตอนปลาย
                                       _____ อนุปริญญา
                                         _____ ปริญญาตรี
                                         _____ ปริญญาโท

4. ระยะเวลาการทำงาน: _____ น้อยกว่า 1 ปี
                                         _____ 1-3 ปี
                                         _____ 3-5 ปี
                                         _____ เกินกว่า 5 ปี

5. รายได้ (ต่อเดือน):   _____ น้อยกว่า 8,000 บาท
                                         _____ 8,001 - 20,000 บาท
                                         _____ 20,001 - 30,000 บาท
                                         _____ เกินกว่า 30,000 บาท

6. ตำแหน่งงาน: _____ Receptionist/Guest Service Agent
                                       _____ Business Center Officer
                                       _____ Bellman/Doorman
                                       _____ Concierge
                                       _____ Operator
                                       _____ อื่นๆ โปรดระบุ_____

โปรดพลิก

ส่วนที่ 2: โปรดระบุความเห็นของความรับผิดชอบของการบริหารในคุณภาพของการบริการ
และความพอใจในการทำงานของท่าน

	ไม่พอใจ อย่างยิ่ง	ไม่พอใจ	เฉยๆ	พอใจ	พอใจ อย่างยิ่ง
ความรับผิดชอบของการบริหารในคุณภาพของการบริการ					
ก. การสนับสนุนทางองค์กร					
1. องค์กรพยายามทำให้งานของฉันน่าสนใจ	1	2	3	4	5
2. องค์กรของฉันเห็นเป้าหมายและคุณค่าของฉัน	1	2	3	4	5
ข. รางวัล					
1. ถ้าฉันพัฒนาการบริการต่อลูกค้า ฉันจะได้รับรางวัลตอบแทน	1	2	3	4	5
2. รางวัลที่ฉันได้รับมาจากการประเมินของลูกค้า	1	2	3	4	5
3. ฉันได้รับรางวัลจากการแก้ปัญหาให้ลูกค้าอย่างมีประสิทธิภาพ	1	2	3	4	5
ค. การเพิ่มอำนาจในการทำงาน					
1. ฉันได้รับอำนาจในการแก้ปัญหาลูกค้า	1	2	3	4	5
2. ฉันได้รับการสนับสนให้แก้ปัญหาลูกค้าด้วยตัวเอง	1	2	3	4	5
3. ฉันไม่จำเป็นต้องขออนุญาตก่อนที่จะแก้ปัญหาให้ลูกค้า	1	2	3	4	5
ง. การฝึกอบรม					
1. ฉันได้รับการฝึกอบรมอย่างต่อเนื่องเพื่อนำเสนอการบริการที่ดี	1	2	3	4	5
2. ฉันได้รับการฝึกอบรมในการบริการในหลายๆด้านก่อนที่จะปฏิบัติจริงต่อลูกค้า	1	2	3	4	5
3. ฉันได้รับการฝึกอบรมเพื่อที่จะจัดการกับการตำหนิของลูกค้า	1	2	3	4	5
ความพอใจในการทำงาน					
1. ฉันพอใจในค่าตอบแทนที่ได้รับเมื่อเปรียบเทียบกับปริมาณงาน	1	2	3	4	5
2. ผลประโยชน์ที่ได้จากองค์กรเป็นที่น่าพอใจ	1	2	3	4	5
3. ฉันมีความภูมิใจและรู้สึกประสบความสำเร็จในงานที่ทำ	1	2	3	4	5
4. ฉันชอบในงานที่ฉันทำ	1	2	3	4	5

Appendix D: The Manager's Questionnaire (Thai Language)

เรียน ผู้ตอบแบบสอบถาม

ข้าพเจ้า นางสาวพิมพ์ทอง ทวิติยามัณฑ์ นักศึกษาระดับปริญญาโท ภายใต้การควบคุมของผู้ช่วยศาสตราจารย์ ด๊อกเตอร์ วุ กอน (วู๊ดตี้) คิม คณะบริหารการโรงแรมและภัตตาคาร มหาวิทยาลัยรัฐโอคลาโฮมา สหรัฐอเมริกา ข้าพเจ้าใคร่ขอความร่วมมือในการตอบแบบสอบถามสำหรับการศึกษาหัวข้อ "การศึกษาความรับผิดชอบของการบริหารในคุณภาพของการบริการต่อความพอใจในงานและพฤติกรรมการบริการที่นอกเหนือ"

แบบสอบถามจะใช้เวลาในการทำประมาณ ๑๕ นาที ข้าพเจ้าหวังว่า ท่านจะสละเวลาอันมีค่าในการตอบแบบสอบถามดังกล่าว คำถามจะเป็นคำถามสั้นๆ ที่ถามเกี่ยวกับพฤติกรรมการบริการที่นอกเหนือของพนักงานของท่านที่มีต่อลูกค้าและเพื่อนร่วมงานในลักษณะของการ บริการที่นอกเหนือจากเครือข่ายของงาน การบริการตามขอบข่ายของงานและการให้ความร่วมมือต่อเพื่อนร่วมงาน การตอบแบบสอบถามฉบับนี้เป็นการตอบแบบอาสาสมัคร

ข้าพเจ้าหวังว่า ผลของการวิจัยจะมีประโยชน์ต่ออุตสาหกรรมการโรงแรมในประเทศไทย เพื่อเพิ่มพูนศักยภาพของพนักงานและธุรกิจโรงแรม ข้าพเจ้ารับรองว่าจะไม่มีการเปิดเผยแหล่งที่มาของข้อมูล

หากมีข้อสงสัยเกี่ยวกับคำถาม โปรดติดต่อข้าพเจ้าโดยตรงที่เบอร์โทรศัพท์ 02-318-2735 หรืออีเมล์ที่ pimtong@okstate.edu การวิจัยนี้ได้รับอนุญาตจากสถาบัน คณะกรรมพิจารณางานวิจัยของมหาวิทยาลัยรัฐโอคลาโฮมา หมายเลขโทรศัพท์ 405-744-1676

ขอขอบคุณที่ให้ความร่วมมือ

ด้วยความเคารพอย่างสูง

พิมพ์ทอง ทวิติยามัณฑ์
นักศึกษาปริญญาโท
คณะการโรงแรมและภัตตาคาร
มหาวิทยาลัยรัฐโอคลาโฮมา สหรัฐอเมริกา

โปรดทำเครื่องหมาย X ลงในช่องว่างที่เหมาะสมเกี่ยวกับข้อมูลส่วนตัวของท่าน

1. เพศ: _____ ชาย   _____ หญิง

2. อายุ:   _____ 16-25 ปี
   _____ 26-35 ปี
   _____ 36-45 ปี
   _____ มากกว่า 46 ปี

3. การศึกษา: _____ ประถมศึกษา
   _____ มัธยมศึกษาตอนต้น
   _____ มัธยมศึกษาตอนปลาย
   _____ อนุปริญญา
   _____ ปริญญาตรี
   _____ ปริญญาโท

4. ระยะเวลาการทำงาน: _____ น้อยกว่า 1 ปี
   _____ 1-3 ปี
   _____ 3-5 ปี
   _____ เกินกว่า 5 ปี

5. รายได้ (ต่อเดือน):   _____ น้อยกว่า 8,000 บาท
   _____ 8,001 - 20,000 บาท
   _____ 20,001 - 30,000 บาท
   _____ เกินกว่า 30,000 บาท

6. หน่วยงานที่ดูแล: _____ Receptionist/Guest Service Agent
   _____ Business Center Officer
   _____ Bellman/Doorman
   _____ Concierge
   _____ Operator
   _____ อื่นๆ โปรดระบุ _____

โปรดพลิก

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ส่วนที่ 2: โปรดระบุความเห็นของการบริการที่นอกเหนือของพนักงานของท่าน

	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
พฤติกรรมการบริการที่นอกเหนือ					
ก. การบริการลูกค้าที่นอกเหนือขอบข่ายงาน					
1. อาสาช่วยลูกค้าถึงแม้เกินขอบข่ายของงาน	1	2	3	4	5
2. บ่อยครั้งที่บริการลูกค้าถึงแม้จะเกินเวลาทำงาน	1	2	3	4	5
3. บ่อยครั้งที่ให้บริการเกินขอบเขตของงานเพื่อช่วยเหลือลูกค้า	1	2	3	4	5
ข. ความร่วมมือ					
1. ช่วยเพื่อนร่วมงานที่มีปริมาณงานมาก	1	2	3	4	5
2. พร้อมที่จะช่วยเหลือเพื่อนร่วมงานตลอดเวลา	1	2	3	4	5
3. ช่วยฝึกพนักงานใหม่ถึงแม้ไม่จำเป็นต้องทำ	1	2	3	4	5

Appendix E: The IRB Approval

Oklahoma State University
Institutional Review Board

Protocol Expires: 4/25/2005

Date: Monday, April 25, 2004   IRB Application No   HE0460

Proposal Title: A Study of Management Commitment to Service Quality on Job Satisfaction and Prosocial
Service Behaviors

Principal
Investigator(s):

Pimtong Tavitiyaman   Woody Kim
228 North Knoblock, #37   210 HES West
Stillwater, OK 74074   Stillwater, OK 74078

Reviewed and
Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

Dear PI :

Your IRB application referenced above has been approved for one calendar year. Please make note of
the expiration date indicated above. It is the judgment of the reviewers that the rights and welfare of
individuals who may be asked to participate in this study will be respected, and that the research will be
conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol
   must be submitted with the appropriate signatures for IRB approval.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar
   year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are
   unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the
authority to inspect research records associated with this protocol at any time. If you have questions
about the IRB procedures or need any assistance from the Board, please contact me at 415 Whitehurst
(phone: 405-744-5700, colson@okstate.edu).

Sincerely,

Carol Olson, Chair
Institutional Review Board

VITA

Pimtong Tavitiyaman

Candidate for the Degree of

Master of Science

Thesis: The Effect of Management Commitment to Service Quality on Employees' Job Satisfaction and Prosocial Service Behaviors

Major Field: Hotel Management

Biographical:

Personal Data: Born in Bangkok, Thailand, on September 10, 1974, the daughter of Narapong and Wanlapa Tavitiyaman.

Education: Graduated from Thammasat Uiversity, Bangkok, Thailand in March 1996; received Bachelor of Arts degree in Liberal Arts. Completed the requirements for the Master of Science degree with a major in Hotel Management at Oklahoma State University in December, 2004.

Experience: Employed as the Front Office Attendant, Shift Leader of Front Office Attendants, and then Supervisor of Account Receivable by the Le Royal Meridien Hotel from 1996 to 2002.