

THE EFFECT OF CUSTOMER-ORIENTATION  
BEHAVIOR OF MALAYSIAN HOTEL FRONT LINERS  
ON JOB SATISFACTION AND ORGANIZATIONAL  
COMMITMENT

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THE EFFECT OF CUSTOMER-ORIENTATION  
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COMMITMENT

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By

Afif Bin Hamsan @ Shukri

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# ABSTRACT

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Customer-orientation behavior which refers to the employee's tendency or predisposition to meet client's need in the job context, has become a prime variable of interest for organizations wishing to market and promote products to the customers. In hotel industry in particular, one way to improve the quality of services offered is through the prompt and courteous service quality given by the front liners that is by adopting customer-orientation behavior. Therefore, utilization of customer-orientation behavior has been aggressively promoted by hoteliers. However, a complete understanding of the consequences of customer-orientation behavior is presently lacking. This study explores the influence of customer-orientation behavior on job satisfaction, and organizational commitment. Hypothesized relationships are tested using survey responses from a sample of 68 hotel front liners. Results revealed a positive relationship between customer-orientation behavior and job satisfaction as well as organizational commitment of the front liners. Results are compared with earlier findings and implications for future research are discussed.

# ABSTRAK

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Tingka hlaku berorientasikan pelanggan yang merujuk kepada kecenderungan pekerja untuk memenuhi keperluan pelanggan dalam melakukan tugas mereka telah menjadi pemboleh ubah utama yang diberi penekanan bagi organisasi yang berhasrat untuk memasar dan mempromosikan produk kepada pelanggan. Dalam industri hotel khususnya, salah satu cara untuk meningkatkan kualiti perkhidmatan yang ditawarkan adalah melalui kualiti perkhidmatan yang baik dan cepat yang diberikan oleh kakitangan hotel iaitu melalui tingka hlaku yang berorientasikan pelanggan. Oleh yang demikian, kakitangan hotel telah digalakkan untuk bertingka hlaku yang berorientasikan pelanggan. Namun begitu, kajian mengenai kesan tingka hlaku berorientasikan pelanggan ini masih berkurangan. Kajian ini mengkaji kesan tingka hlaku berorientasikan pelanggan terhadap kepuasan kerja dan komitmen di kalangan kakitangan hotel. Hipotesis diuji menggunakan kaji selidik ke atas 68 kakitangan hotel. Dapatan kajian menunjukkan wujud hubungan positif antara tingka hlaku berorientasikan pelanggan dengan kepuasan kerja serta komitmen. Hasil kajian dibandingkan dengan kajian lepas dan implikasi kajian untuk kajian akan datang dibincangkan.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter provides an overview of the study background, problem statement, objectives of the study and research questions. These are followed with discussion on the contribution of this study. Finally, this chapter ends with a discussion on the organization of remaining chapters.

### **1.2 Background of the Study**

During the last decades, the tourism industry has become one of the most important players of economies in most part of the globe. This important industry has variety of infrastructures and service institutions in its category among which the most significant infrastructure is the hotel industry. In the case of Malaysia, with tourism being the second highest contributor to the Gross Domestic Product (GDP) growth, the country is keen to grow its tourism industry. The hotel industry in Malaysia has also been experiencing healthy growth, in which average occupancy rate in Malaysia's hotels is between 56 to 64 per cent, according to Malaysia (2009a) Malaysian Association of Hotels Statistic Report, . In the light of the recovering economy, the industry is expecting to see strong growth in tourist arrivals and occupancy rates.

The hotel and hospitality industry is often perceived as the most "global" in the service sector (Paryani et al.' 2010) and not be able to survive without delivering satisfied quality of services to customers. Hence, substantial amount of investment is invested in designing and improving hotels every year. The main

responsibility of hoteliers is the delivery of quality service to customers (Nasution and Mavondo, 2007). As been suggested by Choi and Chu (2001), to be successful in the industry, hoteliers must provide superior customer value and this must be done continuously and efficiently. For the attempts of the hospitality industry to attain service quality as sustainable competitive advantage, they are actively servicing quality initiatives such as pay close attention to raising service quality through their employees (Shahin and Dabestani, 2010). The service industry including the hotel is subject to failure in service delivery due to its dependency on customer-contact employees, known as front liners to deliver service to the customers. Since the delivery of service take place during the interaction between front liners and customers (service encounter), the attitudes and behaviours of front liners can influence customers' perceptions of the service (Hartline and Ferrel, 1996).

In general, the hotel industry in Malaysia has experienced an encouraging growth rate and has contributed tremendously to the development in the Malaysia tourism industry. As a result of the continuous tourism development, the Malaysia hotel industry in Malaysia is also expanding developed to cater for more guests and to provide better service.

Therefore, strong focus must be directed in providing improved standards of service to meet the increasingly sophisticated needs of the guests and to remain competitive despite of the intense competition for market share in today's market. The industry needs to focus on the service delivery techniques in order to improve guest satisfaction to increase loyalty to set positive word of mouth, business referrals references, and publicity (Choi and Chu, 2001). With better

service delivery sales technique such as customer-orientation, front liners are expected to be know the customers' needs, to understand the change of customers' needs, to deal with customers' inquiry and complaint with courteously and expeditiously and able to resolve complaint even though these are not in his or her direct responsibility (Kim and Cha, 2002).

In order to remain competitive, efforts need to be directed to achieve enhanced efficiency, effectiveness and stability in the industry. Significant changes must be made to raise service performance standards in the Malaysian hotel industry in tandem with advances being made globally so as to narrow the gap between Malaysian hoteliers and international best practices (Bank Negara Malaysia Report, 2009). Therefore, the industry needs to continually evolve and adapt to keep pace with underlying trends and developments. In this regard, customer-contact employees behavioural responses towards customer should be an important issue to be highlighted.

Within service organizations, frontline employees and supervisors are regarded as the show windows of the company's customer-orientation behaviour. They are direct participants in the implementation of this marketing concept because the personal component of services is often the primary determinant of customer overall satisfaction (Liu and Chen, 2006). Front liners form close relationships with customers and provide first and primary impression of the service organization (Wang, 2009). Due to the intangibility characteristic of service, customers often rely on the employee behaviour to form opinions about the quality of service offered by the organization, thus the behaviour of employee in a

service setting actually becomes part of the service and it influences customer perception of the service organizations (Clark, 1997).

Research has shown that employees behavioral responses can positively and negatively affect customers' perceptions of the service encounter and their judgments of service quality (Bitner, 1990). For example Bateson (1985) argues that contact employees are better able to satisfy customers when the employee has some control over the service encounter. Similarly, Bitner (1990) and Bitner, (1990) show through qualitative studies that customers are more satisfied with the service encounter when employees possess the ability, willingness and competence to solve their problems. Bitner et al. (1990) also found that an employee's ability to adapt to special needs and requests enhances customers' perceptions of the service encounter.

Finally, several studies have shown that the friendliness, enthusiasm and attentiveness of contact employees positively affect customers' perceptions of service quality (Bowen and Schneider, 1985; Rafaeli, 1993). Furthermore, the action of the frontline employees determine customers' perceived service quality and satisfaction (Karatape, 2007). These indicate that front liners in hotel industry occupy a critical role to improve hotel performance. Considering the crucial role these employees play in linking a firm with its customers and thus in building relationships, hotels must find ways to effectively manage their front liners to help ensure that their behaviours are conducive to the delivery of quality service.

One of the various ways which has been emphasized by hoteliers to improve quality of service is the adoption of customer-orientation among their front liners

(Kim & Cha, 2002). Customer-orientation in this context is an individual based construct (Liu and Chen, 2006) that refers to the employee's tendency or predisposition to meet customer needs in a competitive market situation. The extent to which customer-orientation is displayed by front liners can have an impact on the level of satisfaction experienced by customers and the quality and duration of the relationship between the company and its customers (Dunlap et al., 1988; Saxe and Weitz, 1982).

In delivering service to customers, customer-oriented employees provide service as promised and continue to put customers' needs and interest ahead of his or her own (Kim and Cha, 2002). The more guest contact service employees have communicated benefits, the stronger the customers' perception that employees put customers' needs first (Swan et al., 1985). When employees of customer-oriented service organizations provide superior service as a representative of the organization, the service image of the organization will improve and guest satisfaction will increase (Kelly, 1992). This may ultimately lead to better overall corporate performance for the hotels.

Despite a plethora of studies concerning the relationship of customer-orientation with business outcomes such as profitability and performance, little attention has been paid to the impact of customer-orientation on the attitudes and behaviours of employees (Karatape, 2007). The purpose of this study is to investigate additional benefits of service workers customer-orientation behaviour beyond its effect on performance. Given the importance of customer-orientation in hotel industry, therefore, it seems appropriate to choose customer-orientation as the focal variable in this study.

### **1.3 Problem Statement**

In today's competitive marketplace, implementation of the time-honored marketing concept is a must for the survival and success of service organizations. The marketing concept is essentially a business philosophy (Kohli and Jaworski, 1990) and development of a market orientation is widely believed to be the vehicle for its implementation. Market orientation provides a unifying focus for the efforts of organizations as well as individuals within those organizations and is extolled as a potent path to the enhancement for the performance of both (Kohli and Jaworski, 1990; Narver and Slater, 1990). Regardless of the prospective taken (i.e. organizational or individual level), customer-orientation is an integral component of a market orientation (Deshpande et al., 1993; Donovan et al., 2004). Frontline service employees are direct participants in implementing a customer-orientation (Brown et al., 2002) and their actions determine customers' perceived service quality and satisfaction (Yoon et al., 2001). Today, most of the service organizations realize that for frontline employees to deliver service quality excellence to their customers, the internal exchange between them and the organization must be operated effectively and efficiently before the organization can be successful in its exchanges with the customers (Karatepe et al., 2007).

Despite of various studies investigating factors that contribute to customer-orientation (Flaherty et al., 1999; Lee et al., 2006), little attention has been paid to the impact of customer-orientation on the attitudes and behavior of employees (Saura et al., 2005; Karatepe et al., 2007). Besides filling in this informational void and serving as a frame of reference for future research, the findings of the study may prove useful to managers.

An understanding of the relationships between customer-orientation behavior and employee attitudes and behaviours can help managers in taking necessary actions to retain satisfied, committed as well as less burn out employees. This is important at a time when, in the hotel industry, the retention of such employees is viewed as crucial to business success as customer satisfaction and retention (Bowen and Ford, 2004; Kotler et al., 2006). This view makes sense as frontline employees in hotel are underpaid, typically work long hours, have irregular schedules and carry heavy workloads (Karatepe et al., 2007) and the costs of the recruitment and training of additional staff, overtime payments to existing staff to alleviate shortages, cost of disrupted service and the consequence increased turnover among remaining staff who feel pressured and overworked can reach exorbitant proportions (Frank et al., 2004; Hendrie, 2004).

Consequently, the present study problem statement is stated as:

To what extent does the customer-orientation behaviour of the front liners in hotel industry influence their job attitudes and behavior?

#### **1.4 Research Questions and Objectives**

Service organizations essentially entrust their front-line personnel with the responsibility of managing customer transactions. Front-line employees are the “face people” for hotel; they have direct, influential customer contact that may ultimately impact guests’ perceptions of service quality (Paswan et al., 2005). Consequently, the way front-liners treat the guests becomes crucial to the service delivery process (Bitner et al., 1994), quality of the service provided (Paswan et al., 2005) and the overall well-being of the organization.

A key concern of in hotel industry is therefore to enhance the quality of service among the front liners. Frontline employees play a pivotal role in face-to-face service encounters because they can affect customer perceptions of service quality, satisfaction and value (Mascio, 2010). For this reason, vast literatures have been studied on the factors that influence attitudes and behaviours of these employees such as organizational characteristics (Babakus et al., 2004), salesperson performance (Cross, Brashear, Rigdon and Bellenger, 2007), leadership style of the managers (Stock and Hoyer, 2002), and personality traits (Liu and Chen, 2006). However, as customer-orientation behaviour of the employees is concerned, empirical study on the outcome of this behaviour to their job behavior and attitudes are not extensively being studied by previous researchers, particularly in hotel industry (Paswant et al., 2005).

Therefore, the present study will be undertaken to achieve the following objectives:

- i. To examine the level of customer-orientation behaviour among the front liners in the Malaysian hotel industry in Malaysia.
- ii. To examine the influence of customer-orientation behaviour on job behavior and attitudes of the front liners.

To achieve the objectives, the research will address the following questions:

- i. To what extent front liners in hotel industry adopting the customer-orientation behaviour in their daily activity?
- ii. To what extent does customer-orientation behaviour of the front liners influence their job behavior and attitudes?

### **1.5 Significance of the Study**

Based on the discussion of the research problem, it can be seen that there is still room for further research in this area. From the theoretical perspective, as noted by Macintosh (2007) and Karatepe et al., (2007), the academic study focused on understanding the outcomes of customer-orientation is limited and warrant for further investigations. Besides that, the factors found in previous studies might also be inconsistent across different environment and tends to be industry-specific (Karatepe et al., 2007)

Recognition of the need to bridge these gaps in knowledge pertaining to customer-orientation, this study contributes to the body of literature by responds to the need for empirical research on the outcomes of customer-orientation as suggested by (Donavan et al., 2004) and to validate the previous findings in hotel industry.

This research can contribute to an improved understanding of the outcomes of customer-orientation. While previous research has identified outcome of customer-orientation, such as role ambiguity and role conflict (Jones et al., 2003) and organizational citizenship behavior (Donovan et al., 2004), the potential role of job behavior and attitude such namely job satisfaction, organizational commitment and burnout as outcomes of customer-orientation behaviour have not been systematically analyzed in previous studies. Also, this research can contribute to an improved understanding of the role of customer-orientation in hotel industry settings.

Furthermore, Ling and Meng (1990) suggested that the scope of research must be extended outside the Western countries to fill a serious gap in the literature. This study attempts to contribute to an expanding research stream that already includes findings from America, United Kingdom and Australia by adding the Malaysian perspective. It is important to investigate this issue in the Malaysian setting in response to the criticism that empirical findings developed with data from Western countries may not be valid in other countries and further research is required to demonstrate their applicability (Aizzat, 2000; Lunjew, Sail & Silong, 1994; Menguc, 1996).

From the practical perspective, the finding of this study is also important to the development of hotel industry in Asia region, where little research has been carried out before. The context of this study is an important component of the tourism industry in Malaysia namely the hotel sector. The main reason for choosing the hotel industry as the research context is that the tourism industry has become an increasingly important sector as a foreign exchange earner in Malaysia and has been considered to hold the best prospect for contributing to the Malaysian economy.

As Malaysian hotels continue to compensate intensely for a larger market share, effective marketing strategies are essential to target customers. One way to achieve this is through enhancing the quality of service provided by front-liners. A local study by Poon and Teng Low (2005) show that hospitality the guests experience in the hotel such as efficiency of the front desk, friendly and communicative staff, pleasant, prompt and courteous service of the front-liners determine the satisfaction level of the guests and revisit attention. By focusing on

the impact of employee's customer-orientation behaviour on job attitudes and behavior, this research hopes to contribute further to the effectiveness of this industry since hotels depended almost entirely on their front-liners to deliver their services to the guests (Bettencourt and Gwinner, 1996). Furthermore, with customer-orientation as the study focus, it is hope that the findings will assist hotel operators in the generation and application of customer-oriented strategies in this particular industry.

### **1.6 Organization of Remaining Chapters**

This report comprises of five chapters. The first chapter provides background of the study, the problem statement, objectives of the study, research questions, and the potential contributions of the study.

The second chapter focuses on a review of the existing literature related to the variables considered in this study including the concept of customer-orientation and its consequences. Based on the literature reviewed, this chapter subsequently discusses theoretical framework adopted and hypotheses generated for this study.

The third chapter discusses research methodology. This includes research design, variables measurements, population and sample involved, data collection procedure, questionnaire design and result of pilot test. Statistical techniques used for inference of this study are explained at the end of this chapter.

The fourth chapter is devoted to the findings of this study. The profiles of respondents, goodness of measures, descriptive analyses and the result of

hypotheses testing are presented. At the end of this chapter, a summary of results is presented.

The fifth chapter recapitulates the study findings followed by their discussion. Implications and limitations of the present study are also discussed. It then goes on to recommend areas for future research and conclusion.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents an overview of customer-orientation behaviour. This is followed by a discussion on various factors that have been investigated as outcomes of customer-orientation behaviour. The variables chosen as the outcome variables for this study were then discussed. Last but not least, the research framework and hypotheses were proposed.

#### **2.2 Customer-Orientation Behaviour**

The concept of customer orientation was developed in the work of Levitt (1960). This work defines customer orientation in terms of the bottom-line objectives of competitive organizations and proposes that the ultimate aim of any company is to achieve customer satisfaction, a viewpoint since reflected in the marketing strategy literature (Wright *et al.*, 1995; Hult *et al.*, 2001). This is further supported by Day's (1994) deductions that customer orientation is a concept which transforms marketing into a potent competitive weapon, shifting organizational values, beliefs, assumptions, and premises towards a two-way relationship between customers and the firm.

A customer-oriented culture suggests that a firm concentrates on providing products and services that meet customer needs (Day and Wensley, 1983). To nurture customer-oriented cultures it is frequently argued that organizations

should collect information from customers about their needs and wants and use customer supplied information to design and deliver products (Schneider and Bowen, 1993). Kohli and Jaworski (1990) define customer orientation within the context of market orientation. This view positions customer orientation as an organization-wide focus on the generation and dissemination of customer and market information.

By looking on Steinman, Deshpande and Farley's (2000) viewpoint, during the past decade, there have been two focal streams of conceptual and empirical work in strategic marketing; that is market orientation and relationship marketing. They are independently developed, but essentially interrelated. Conceptually, these two streams implicitly and explicitly emphasize a customer focus. As for market orientation, it is generally defined as organization-wide generated, disseminating the market intelligence relating to the current and future customer need and responding to them (Kohli and Jaworski, 1990). Narver and Slater (1990) proposed three behaviour components pertaining to market orientation, customer orientation, competitor orientation and inter functional coordination. With regard to the second emerging stream of marketing, relationship marketing, it is conceptualized as the emphasis of creating, developing and maintaining long-term and mutually profitable relationships with partners in the market place, especially customers or buyers (Morgan and Hunt, 1994; Chang and Lin, 2008).

For nearly 50 years, market orientation was seen primarily as an organizational phenomenon and being recognized in the marketing literature as early as the 1920s and by the 1950s market orientation was viewed as an operationalization

of the marketing concept at the organizational level (Cross et al., 2007). While the practice of market orientation is an organization wide activity, the role of the service employees, who contact and interact with customers directly is important. Therefore, over the next decades, the focus of the literature moved inside the organization and began to examine the market-orientation of the customer contact employees. This individual level of market-orientation referred to as employees' (customer contact) customer-orientation is of great interest because of their direct contact with customers and the belief that this will impact performance outcomes.

The origin of customer-orientation can be traced to the development of marketing concept introduced in the early 1950s (Saxe and Weitz, 1982). It is basically a business philosophy or policy statement which holds that an organization should strive to satisfy the needs of consumers through a coordinated set of activities which allows the organization to achieve its objectives (McGee and Spiro, 1988). It calls for an integrated, company wide approach in which all of the firm's activities are directed toward providing customers' satisfaction and establishing mutually beneficial, long-term relationship with its market (Kotler, 1980).

The marketing concept requires an organization to identify the needs of a target market, and adapt itself to satisfy those needs better than competitors. Therefore, through this practice, an organization aims to generate customer satisfaction as the key to satisfy its goals. It is contrasted to selling concept, where an organization seeks to generate demand for whatever products it produces, rather than producing products in response to the needs of the

customers (Saxe and Weitz, 1982). It is through this concept of customer-orientation that customer satisfaction and service quality provided by salespeople and sales departments could be enhanced. Service employees

As a mean for achieving customers' satisfaction and quality services, many firms have encouraged their employees to engage in customer-orientation behaviour. According to Saxe and Weitz (1982), customer-orientation behaviour is a behavioural performance construct that refers to the extent to which employees, particularly salespeople adopt marketing concept in their job activities by trying to help their customers make purchase decisions that will satisfy customers' needs. Through this behaviour, they aimed their job activities towards customers' satisfaction and avoid dissatisfaction.

In service industry, the front liners (service provider) has a very close contact with customers. Therefore, the implementation of marketing concept at the organizational level needs cooperation from front liners. In essence, the objective of customer-orientation behaviour is to operationalized the marketing concept at the level of employees and customers (Dunlap, 1988). It is through the behaviour of employees, marketing concept is presented to the customers.

As an element of marketing concept, customer-orientation behaviour necessitates that employees should concern with the customers, able to diagnose customers' needs, strive to establish long-term customers satisfaction, and actively assist customers when problems or questions arise (Martin and

Bush, 2003). It is chiefly concerned with the welfare of customers by listening to the voice of the customers and by delivering solutions based on the interests and wants of customers (Auh and Menguc, 2007). A key benefit of customer-orientation is that customer's best interest is made paramount in the process of doing business (Dunlap et al., 1988). In essence, this implies that customer-orientation should be regarded vital to sustain healthy long-term relationships with customers.

Depicted as the implementation of the marketing concept, customer-orientation behaviour of employees has also become the activities through which the relationships can be nurtured and managed (Crosby et al., 1990; Dunlap et al., 1988; Williams, 1998). In fact, customer-orientation has been recognized as one of the four concepts of relational selling (Darby and Daniel, 1999; Dunlap et al., 1988; Keillor, 1999; Parsons, 2002). Thus, in addition to satisfy needs and satisfaction of the customers, employees with customer-orientation behaviour are expected to be better at developing and maintaining buyer/seller relationships than those without these skills (Williams and Attaway, 1996).

In contrast to Saxe and Weitz's (1982) definition, some argue that customer-orientation behaviour goes beyond behaviour and activity. Brown et al. (2002) defined customer-orientation as an employee's tendency or predisposition to meet customer needs in an on-the-job context. They regard customer-orientation as a deep personality trait, which in turn influenced worker performance. Similarly, Donovan et al. (2004) treated customer-orientation as a surface level

personality trait that is an enduring disposition to act within context-specific situations.

Frontline employees with high customer-orientation have a natural internal drive to engage in customer-satisfying behaviours due to their propensity to be helpful and cooperative when dealing with customers (Brown et al., 2002; Gremler and Gwinner, 2008). Such behaviours include finding and promptly delivering solutions to customers' problems, being well prepared and organized during customer interactions, approaching customer with natural ease and confidence, treating them with both kindness and politeness and maintaining a consistent level of emotionality during interactions (Donovan et al., 2004; Wiles, 2007). These behaviours are expected to emanate from the crystallization of deeper personality traits at the surface as high levels of customer-orientation and become automatic response tendencies (Babakus et al., 2009).

In many cases, customer contact employees are the first and only represent of the company in the eyes of customers (Hartline, 2000). Therefore, customers often base their evaluation of their satisfaction with a company largely on the service received from the customer contact employees (Parasuraman, 1985). As a result, there is an interest in determining factors which resulted from customer-orientation behavior of the customer contact employees (Cross et al., 2007; Karatepe et al., 2007).

### **2.3 Outcomes of Customer-Orientation Behaviour**

Besides a substantial number of studies on the antecedents of customer-orientation behaviour (Boles et al., 2001; Flaherty et al., 1999; Hoffman and Ingram, 1991; Kelly, 1992; Michaels and Day, 1985; O'Hara et al., 1991; Siguaw et al., 1994). another area in customer-orientation behaviour studies that generate much interest is the consequences of customer-orientation behaviour.

To date, the primary focus of research has concentrated the consequences of customer-orientation from the perspective of the organization, customers as well as individual salespeople. Studies found several positive outcomes of customer-orientation such as profitability, market share, relationship development performance, and turnover intentions (Deshpande et al., 1993; Jaworski and Kohli, 1993; Kelly, 1992; Narver and Slater, 1990; O'Hara et al., 1991; Siguaw et al., 1994; Williams, 1998).

From the perspective of the organization, studies have identified a number of positive outcomes of customer-orientation. For example, Deshpande et al. (1993), Egeren and O'Connor (1998), Kohli and Jaworksi (1990) and Narver and Slater (1990) found firms which focus on customers' needs are better positioned to achieve long-term success than those that do not. To be specific, Narver and Slater (1990) found evidence that as organizations increase their level of customer-orientation, their organizational performance increases as well. Similarly, in investigating the customer-orientation and performance linkage among Japanese firms, Deshpande et al. (1993) found that customer orientation was positively associated with performance. It is further supported by Egeren

and O'Connor (1998) who found similar relationship between customer-orientation and organization performance as well as Auh and Menguc (2006) who found that customer-orientation have a positive effect on firm performance when a decentralized organization was coupled with formalization.

The positive outcome of customer-orientation is also demonstrated in small and medium sized (SME) enterprises. Appiah-Adu and Singh (1998) demonstrated a positive effect of customer-orientation on SME performance. They found that companies which employ significant resources in an effort to understand and satisfy customers are not only driven to develop new products, but able to achieve more success in this area relative to their less customer-oriented counterparts. In addition, customer-orientation was also found to positively affect sales growth and profitability levels of SMEs.

Besides the outcome of customer-orientation on company's profit and business performance, previous studies demonstrated that customer-orientation also has significant impact on employees' commitment and *esprit de corps*. The relationship was investigated by Jaworski and Kohli (1993) and they discovered that the greater the customer-orientation of the firm, the greater the *esprit de corps* and organizational commitment of employees.

In conclusion, the above discussions imply that at the organizational level, customer-orientation is an ideal way of how organization can improve business performance as well as favourable work environment. This means that

companies can benefit a lot if they adopt customer-orientation in their operation. The customer-orientation practices leads to better customers' satisfaction and hence perform at higher levels.

Besides studies undertaken to examine the consequences of customer-orientation at the organizational level, a number of studies were also conducted from the perspective of the customer. These studies generally reported a positive outcome results when employees adopts customer-orientation behaviour. In business transaction, Goff et al. (1997) demonstrated that when customers feel their needs and satisfaction are the main concern of the salespeople, they were satisfied to do business with the salespeople. Successful salespeople often tailor their presentation to the needs of customers, so that not only product/service desires are addressed, but also the consumers' process needs (Szymanski, 1988). By being customer-oriented, salesperson is more likely to identify customers' needs and match his/her presentation to those requirements, thus increasing overall customer satisfaction.

Customers' satisfaction derived from salespeople's customer-orientation behaviour is also demonstrated in the Malaysian business environment. Chee and Peng (1996) found that during house buying process, buyers perceived seven dimensions of customer-orientation of the salespeople, namely: ability to fulfill buyers needs, responsiveness, assistance to buyers on purchase, industry knowledge, environmental factor, after sales service and product quality. These dimensions are crucial contributors to customers' satisfaction. This is consistent with the assertions by Abu Bakar (1999), Kohli and Jaworski (1990) and Kotler

(1988) that the buyers level of satisfaction are influenced by the perceived levels of customer-orientation of the company contact person they are dealing with.

Other empirical study to support the relationship between employee's customer-orientation and customers satisfaction is demonstrated in Brady and Cronin (2001) study. They discovered that firms with customer-oriented employees were consistently perceived by the customers as having better quality of physical goods and employees' performance.

From the above findings, it can be summarized that salespeople generally have the most direct-customer contact and generally customers often perceived the conduct and behaviour of the salespeople as personifying how the firm feels about its customers (Grewal and Sharma, 1991). Satisfied customers often show stronger repeat purchase intentions and are likely to spread word-of-mouth referral to their friends, families and others. Consequently, the very success of a firm's customer-orientation is largely dependent on its salespeople since they have the most immediate influence on its customers. This implies that salespeople who are willing to invest time and effort to understand the customers' needs and problems, and respond to those needs in an honest and non-manipulative fashion are rewarded by having a positive feedback from the customers.

Besides good perceptions by the customers to salespeople's customer-orientation behaviour, a substantial number of studies have demonstrated that customer-orientation behaviour of the salespeople is important in the

development of relationship with the customers. In this manner, customer-orientation behaviour facilitates and provides inter-organizational activities through which customer satisfaction can be enhanced and relationship nurtured and managed (Crosby et al., 1990; Dunlap et al., 1988). William and Attaway (1996) for example found that salespeople who take a customer-oriented sales approach positively influence buyer-seller relationship quality. Similarly, Williams (1998) indicated a significant influence between customer-orientation behaviour of salespeople and the development of customer relationship. This is further supported by Jones et al. (2003) when they claim that salespeople's customer-orientation behaviour plays an important role in retaining customers. In fact, they found a strong salespeople's customer-orientation tends to reduce the buyers' switching behaviour in a business-to-business context.

Overall, studies by Jones et al. (2003), William (1998) and William and Attaway (1996) suggest that salespeople's customer-orientation behaviour enhances the development of relationship with customers. Salespeople who possess customer-oriented skills can develop and maintain better relationships with customers than salespeople who do not. The interpersonal and problem solving characteristics of needs discovery, response adaptation and follow-up which are among the key aspects of customer-orientation behaviour develop buyer-seller relationship (William and Attaway, 1996).

Besides of the impact on relationship development, customer-orientation behaviour of the customer contact employee is also reported to promote the development of service quality, that is customer perceptions and evaluations of

individual service quality such as respect, courtesy, warmth, empathy and helpfulness provided by the salespeople. This is demonstrated by Kim and Cha (2002) that customer-oriented employees were perceived by the customers as providing services as promised, and continue to put customers' needs and interest ahead of his or her own interest. The more customer-contact service employees have communicated the benefits, the stronger the customers' perception that they put customers' needs first. This leads to satisfaction and consequently a good service image of the company from the eye of the customers.

Apart from empirical investigation on the consequences of customer-orientation behaviour from the organizational and customers perspective, numerous studies have also examined the impact of customer-orientation from the perspective of individual employee. As customer-orientation behaviour is an individual construct which refers to the extent the employee practice the marketing concept (Saxe and Weitz, 1982), therefore the consequence of this behaviour on the employees themselves merits investigation.

Previous studies generally associate customer-orientation behaviour as important characteristics of high performers (Keillor et al., 2000) and regarded it as high performer's biggest trait (Taylor, 1986). MacKay (1988) believes that the "best" salespeople are genuinely interested in their customers. Additional support for the necessity of customer-orientation behaviour comes from Peterson (1988) who contends that successful salespeople work hard to satisfy the needs of the customer.

In spite the contentions that customer-orientation is a characteristic of professional and successful employees, studies undertaken have extend the growing body of literature by showing that employee who adopt customer-orientation behaviour in their selling activities tend to develop long-term relationships with customers. This is demonstrated by Schultz and Good (2000) on the influence of customer-orientation on long-term buyer seller relationships among industrial products salespeople.

Despite various studies attempting to establish customer-orientation and organizational outcomes, there are also number of research examining the relationship between customer-orientation practices with individual employees's performance (Howe et al, 1994; Roman et al., 2002). Studies conducted have shown that customer-orientation behaviour of the salespeople have a positive effect on their sales performance. Keillor et al. (2000) for example found that among three dimensions of relational selling characteristics (customer-orientation behaviour, adaptability and service orientation), only customer-orientation was a significant predictor of performance among members of the nationwide professional sales organization. It appears that salespeople who spend time performing behaviours directed toward determining and understanding the needs of the target customers able to increase customers' intention to do business with them in the future.

Similarly, in retail setting, Boles et al. (2001) discovered that the more salespeople spend time to understand the customers' needs and problems, the higher possibility customers buy their products and consequently the more

commissions they get. This is consistent with evidence from other industries, such as industrial sales people (Swenson and Herche, 1994) and residential real-estate sales people (Dunlap et al., 1988). In fact in SMEs, Roman et al. (2002) also discovered that customer-orientation behaviour has a positive influence on salespeople's performance. This is also supported by Cross et al. (2007) that employees in "big ticket" business-to-business who perform customer-oriented behaviour tend to perform better than those who were not customer-oriented.

All these imply that when customer contact employees focus on the needs and satisfaction of the customers, customers feel that they are valued and the relationship between these two parties develop. Through continuous interaction, a stronger relationship between two exchange partners allows for greater trust and communication, thereby reducing lower customer turnover and more referrals and recommendations (Boles et al., 2000). These outcomes result in superior performance.

Despite a plethora of studies concerning the outcome of customer-orientation behavior such as performance, profitability and relationship development, little attention has been paid to the outcome or consequences of customer-orientation on the attitudes and behaviours of employees (Saura et al., 2005; Karatepe et al., 2007). Therefore, the goal of this study is to examine the effect of customer-orientation of service workers' behavior and attitude. In particular, we focus on three outcomes of service workers customer-orientation behavior, that is job satisfaction and organizational commitment. Job satisfaction and organizational commitment have been chosen as the study focus because of their implications

for service worker retention and organizational performance (Morgan and Hunt, 1994; Donavan et al., 2004)

### **Job satisfaction**

Employee job satisfaction had always been an area of concern for employers. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is also defined as the general emotional evaluations of service providers for their job situation and job experiences (Brown and Peterson, 1993). Job satisfaction refers to an employee's positive or negative feelings about the job; in other words, an affective evaluation of the job (Saura et al., 2005). Because service providers' behaviour plays a key role in recognizing service quality, job satisfaction is important in the service industry (Lee et al., 2006).

Job satisfaction can be defined as the degree to which individuals feel positively or negatively about their jobs (Herzberg, et al., 1959). It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. From the perspective of Herzberg's two-factor theory some aspects of job satisfaction should be motivational and lead to positive employment relationships and high level of individual job performance. The association of age and tenure with job satisfaction as discussed by (Herzberg, et al., 1959) was a U shape relationship. Herzberg explained his findings that individuals at their early stages of employment usually experienced low job satisfaction due to unfulfilled work expectations. He further added that these individuals or employees when

advanced in their careers gain maturity and work experience which led them to a more realistic level of work expectations.

In another study (Davis, 1971) reported a positive monotonic relationship of age, tenure and job satisfaction under all conditions for all individuals. But, when Shipley, D. & Kiely, J. (1988) studied the relationship of age, tenure and job satisfaction after considering a sample of 2,067 blue collar workers they found a linear relationship between age and job satisfaction. Where as, for the negative linear relationship between tenure and job satisfaction, they developed “disconfirmed original expectations” to support their arguments.

In a study conducted by Davis, (1971) it was reported that general satisfaction of an employee increased up to age 60 and declined until retirement. The study of (Carrell and Elberth, 1974) found that the general satisfaction is observed at the age of 50. Where as a study conducted by (Arvey and Dewhirst, 1979), reported a positive relationship between age and job satisfaction for extrinsic satisfaction components only.

Organ (1988) and Smith et al. (1983) report that service providers’ job satisfaction is a factor that enhances their citizenship behaviour (e.g. helping co-workers, volunteering for things that are not required) needed to achieve organizational performance. Moreover, Rogers et al. (1994) state that increasing job satisfaction among service providers has the potential of generating a higher level of customer satisfaction. Beyond this argument, Hoffman and Ingram (1992)

argue that the business must first satisfy the needs of its employees in order to satisfy the needs of customers.

In the earlier work by Saxe and Weitz (1982), they found that increasing level of job satisfaction results in higher level of customer-orientation behaviour. In the same vein, Hoffman and Ingram (1991) and Pettijohn et al. (2002) have investigated the possible relationship between job satisfaction and customer-orientation. Donovan et al. (2004) argued and found support that as a characteristic of the employee, dispositional customer-orientation behaviour will lead to job satisfaction and not vice versa. They argued that in the context in which the primary task is serving of customer needs, customer-oriented, customer-oriented employees fit the service setting better than employees who have lower customer-orientation because they are predisposed to enjoy the work of serving customers. Similarly, Harris, Mowen and Brown (2005) state that highly customer-oriented employees derive satisfaction from making customers happy. Thus, on the basis that a customer-oriented employee is a more natural fit in a service job, we expect that employees who perform customer-orientation behaviour will be more satisfied than those who are less customer-oriented.

### **Organizational commitment**

Meyer and Herscovitch (2001) describe commitment as “a force that binds an individual to a course of action of relevance to one or more aims”. Organizational commitment has been defined by researchers as the psychological strength of an individual's attachment to the organization (Mowday, Steers, and Porter, 1979).

Organizational commitment may be viewed as the degree to which an individual adopts organizational values and goals and identifies with them in fulfilling their job responsibilities (Tanriverdi, 2008). Further, organizational commitment may be influenced by values and organizational behaviors observed in the workplace (Morrow, 1993). It has been submitted that organizational commitment and individual commitment comprise overall workplace commitment (Fornes, Rocco and Wollard, 2008).

Two approaches to define organizational commitment are found in the literature. First commitment is understood as an employee's intention to continue working in the organization. Second, organizational commitment may be defined as an attitude in the form of an attachment that exists between the individual and the organization and is reflected in the relative strength of an employee's psychological identification and involvement with the organization (Mowday et al., 1979). Organizational commitment by customer-contact personnel is important because of the demonstrated positive relationships between it and several variables related to job performance (Flaherty et al., 1999), turnover intentions (Bashaw and Grant, 1994), absenteeism (Farrel and Stamm, 1988) and job satisfaction (Schwepker, 2001).

Earlier work in the market orientation literature argued that employees who work in a market-oriented organization will develop a sense of pride as the organization works towards the goal of satisfying customers. In accomplishing this objective, argued Jaworksi and Kohli (1993), employees feel that they are contributing to something worthwhile have a sense of belongingness and

therefore commitment to the organization. Donovan et al. (2004) argue that the same effect is also found at the individual level of service workers. Indeed, Donovan et al. (2004) found support for the proposition that service worker customer-orientation will have positive effect on organizational commitment, based on the premise that it is the fit of the context and the worker's predisposition towards meeting customer needs that produces the opportunity for organizational commitment to develop. Similarly, we argue that employees who are customer-oriented will be more committed to the organization than those who were less customer-oriented.

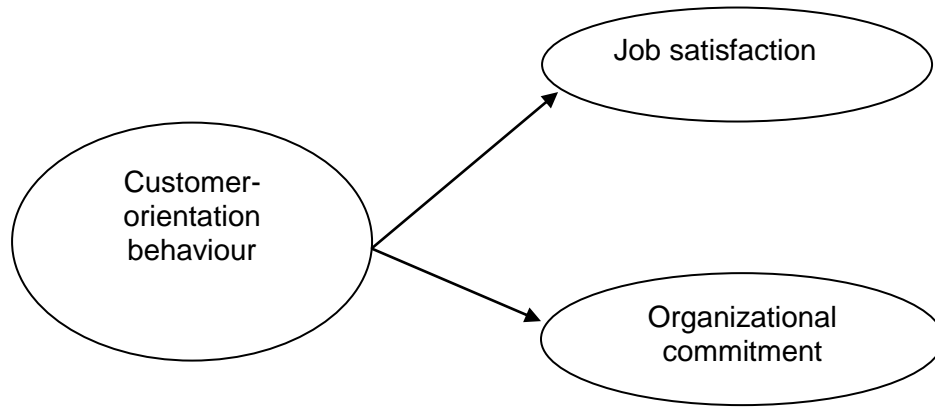
Similar to the customer-orientation's effects on job satisfaction, we expect that customer-oriented employees will fit the job setting better than employees who have lower levels of customer-orientation. Consequently, these employees will experience higher levels of commitment to their organizations. Although previous studies by Kelley (1992) and Pettijohn et al. (2002) have found that organizational commitment play a significant role as an antecedent of customer-orientation rather than a consequence of customer-orientation, we posit that it is the fit of the context and the employee's predisposition toward meeting customer needs that produces the opportunity for organizational commitment to develop.

## **2.4 Theoretical Framework**

This study's primary focus is on the individual front liner and his/her customer-orientation behaviour, exploring the outcomes of the behaviour. Based on our literature review and research problems, we developed an integrative framework

that is presented below. Figure 1 below shows the theoretical framework for this study.

Figure 1 : Theoretical Framework



## **2.5 Hypotheses**

On the basis of the literature reviewed, the following research hypotheses will guide the empirical study.

H1: The higher the front liner's customer-orientation behavior, the higher he/she satisfies with the job.

H2: The higher the front liner's customer-orientation behavior, the higher he/she commits with the organization.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the methodology of this study. Amongst others, this chapter will elaborate on the study's research design, operationalization of variables, the population and sample of the study, as well as data collection procedure. Last but not least, this chapter also reports on the pilot test done for this study. This chapter ends with a discussion of the statistical techniques used to analyze the data.

#### **3.2 Research Design**

This study is correlational in nature. The study was conducted with the intention to obtain a good grasp of the customer-orientation behaviour among the front liners in the hotel industry. This study is a cross-sectional where data was gathered once, to answer the study's research questions. A survey method was employed because this study strongly believes that survey research is best adapted to obtain personal and social facts, beliefs, and attitudes (Kerlinger, 1973). The unit of analysis for this study was the individual front liners limited to individual who works as full-time front liners in Malaysian hotels.

#### **3.3 Operationalization of Variables**

With the exception of demographic variables, all other variables included in this study will be measured on multiple item scales drawn from previous research. However, phrasing will be adapted to suit with the sample and local setting.

Customer-orientation behaviour was operationalized as four dimensions. It consisted of 13 items developed by Donovan et al. (2004). The dimensions consist of (i) employees' need to pamper the customer (the degree to which service employees desire to make customers believe they are special and individually important to the service provider); (ii) the service provider's need to read the customer's needs dimension (reflects the employee's desire to pick-up on customers' verbal and non-verbal communication); (iii) the service employee's need to deliver (reflects their desire to perform the service successfully) and (iv) need for personal relationship (captures the employee's desire to know or connect with the customer on a personal level).

Job satisfaction is defined as a positive emotional state that results from employees' appraisal of their job situation. Twenty-eight items adapted from Low et al. (2001) were used to measure 6 dimensions of job satisfaction that is (i) respondents' satisfaction with work in general, (ii) satisfaction with manager, (iii) satisfaction with promotional opportunities, (iv) satisfaction with pay, (v) satisfaction with co-workers and (vi) satisfaction with customers.

Organizational commitment was operationalized by three dimensions that is (i) a strong belief in and acceptance of the organization's goals and values, (ii) a willingness to exert considerable effort on behalf of the organization and (iii) a strong desire to maintain membership in the organization (Mowday et al., 1982). It is measured by nine items of instrument developed by Porter et al. (1974).

The demographic information captured in this study were gender, age, job status, working experience with the present hotel and educational level. Information regarding age, job experience in the present hotel job status was in an open-ended format, where respondents wrote down the answers in the space provided. For questions regarding gender and academic qualification, respondents were required to cross in the blank provided.

Table 3.1

*Summaries of Variables, Dimensions and Total Number of Items*

Variable	Dimensions	Total number of items
Customer-orientation behaviour (Donovan et al., 2004))	Employees' need to pamper the customer Employees' need to read the customer's needs dimension The service employee's need to deliver Need for personal relationship	13
Job satisfaction (Low et al., 2001)	Respondents' satisfaction with work in general Satisfaction with manager satisfaction with promotional opportunities Satisfaction with pay Satisfaction with co-workers Satisfaction with customers.	28
Organizational commitment (Porter et al., 1974)	Strong belief and acceptance of organization's goals and values Willingness to exert effort Strong desire to remain in organization	9

### **3.4 Study Population and Sample**

The study population consisted of all full-time front liners working in 3 and four stars hotels in Peninsular Malaysia. An important characteristic of the sample was to select the front liners who work on full-time basis and have worked with the organization for more than six months. Only full-time employees were included in this study to eliminate differences between full-time and part-time employees (Leong et al., 1994). For instance, Diefendorff, (2002) found part-timers feel that their jobs are less important to them and that they are less integrated into the organization. The requirement to select only those with more than six months experience was necessary to ensure that all respondents have some knowledge and experience in their jobs, so that they were able to answer the questionnaire accurately. Therefore, in the present study these two characteristics were controlled.

To determine the sample size, we used the rule of thumb by Roscoe (1975) in Sekaran (2000) by multiplying the number of variables which we have by 10. The present study consisted of three variables. Therefore following this rule, the minimum sample size required was 30. However, to ensure this minimal response number and taking into account that survey method has poor response rate (Nik Kamariah, 1995), we distributed 100 questionnaires to selected hotels.

### **3.5 Data Collection Procedures**

The sampling procedure used for the present study was a multi-stage probability sampling. Due to time and financial constrained faced by the researcher, data was collected by self-report questionnaire from the front liners working in five 3

and 4 stars hotels in Kedah (excluding Pulau Langkawi). The five selected hotels were randomly selected from the list.

Initial contact with contact person from the five chosen hotel's revealed that all the selected five hotels were willing to cooperate. It was therefore decided to carry out proportionate sampling by dividing equally the number of questionnaires to each hotel (that is 20 respondents from each hotels company).

With the cooperation from the hotel's managers or assistant managers, the twenty selected front liners from each hotel were identified using the front liner's profile provided by the hotel. The front liners involved in this study are those who work in three service encounters; front office, housekeeping and food & beverage. They are randomly selected from the list given by the hotel's managers.

Once all the respondents have been identified, the next procedure in the study involved distribution of the questionnaires. The questionnaires were personally distributed to them with the cooperation from the manager on duty during the hotel's briefing or when the front liners came to the office to report duty. For data coding purposes, the date when the questionnaires were distributed to the front liners were noted at the back of the questionnaires.

Accompanying the questionnaire was a cover letter from the researcher requesting a prompt response and research contract promising complete anonymity. In the case where it was not able to deliver personally the questionnaires to the selected front liners, they were mailed to them by the

researcher using the mailing address provided by the hotel. All the respondents were given two weeks duration to complete the questionnaire and were asked to mail the completed questionnaires to the researcher using the pre-stamped envelopes enclosed.

### **3.6 Pilot Study**

Before deciding on the actual instrument to be utilized in this study, a pilot study was conducted using a convenience sample of 30 part-timers from non-participating hotel. The researcher sat with the respondents while they completed the questionnaire to identify difficulties in wording, to answer respondents' questions and generally to check on the ease of completion. The reliability test for each instrument was calculated using the pilot study data.

One of the criteria for selection of past instruments was internal consistency of the scales using Cronbach's Alpha reliability coefficients. The results on measures for the pilot study are shown in Table 3.2. Reliability estimates ranged from .6 to .9 are generally considered sufficient for research purposes (Nunally, 1978), so the scales can be regarded as relatively reliable. The pilot test also identified several problems such as the questionnaire content, understanding of items and time taken. Some vague sentences were noted and corrected.

Each respondent took approximately 20 minutes to complete the entire questionnaire. As expected, there were some confusion on the sentences in the questionnaire, thus some amendments were made to the final version. The final version of the questionnaire was 5 pages long (refer to Appendix A).

Table 3.2

*Reliability Coefficient for Multiple Items in Pilot Study (n=30)*

Variable	alpha ( $\alpha$ )
Customer-Orientation Behaviour	0.85
Job Satisfaction	0.86
Organizational commitment	0.61

### 3.7 Data Analysis

For the purpose of data analyses and hypotheses testing, several statistical tools and methods were employed from SPSS software, version 15. These include reliability analysis to test the goodness of measures, descriptive statistics to describe the characteristic of respondents, test of differences to compare the extent of customer-orientation behaviour performed by the respondents between different demographic profiles, correlational analysis to describe the relationship between variables and regression analyses to test the impact of customer-orientation behaviour on commitment and job satisfaction.

#### 3.7.1 Reliability Analyses

To test the internal consistency of the measurement, reliability analysis was conducted on the variables using the recommendation from Nunally (1978). In general, the closer the reliability coefficient gets to 1.0, the better it would be. Sekaran (2000) noted that reliability less than .60 is considered to be poor, those in the .70 range is acceptable, and those over .80 are good. However, for the purpose of the present study, a minimum reliability (Cronbach's Alpha) value of .60 was set, which is the threshold recommended by Nunnally (1978). It should

be noted that all the negative worded items in the questionnaire were first be reversed coded before the items were submitted for reliability test.

### **3.7.2 Descriptive Statistics**

To acquire a feel for the data, descriptive statistics (mean values and standard deviations) for all the variables of interest were obtained. The purpose of descriptive analysis was to present raw data transformed into a form that will make them easy to understand and interpret.

### **3.7.3 Correlation Analysis**

Pearson correlation was used to describe the strength and direction of the relationship between two variables. A positive correlation indicates that as one variable increases, so does the other. A negative correlation indicates that as one variable increases, the other decreases.

A perfect correlation of 1, or  $-1$  indicates that the value of one variable can be determined exactly by knowing the value of the other variable. On the other hand, a correlation of 0 indicates no relationship between the two variables.

### **3.7.4 Multiple Regression**

Multiple regression is a more sophisticated extension of correlation and is used to explore the predictive ability of a set of independent variables on one dependent variable (Pallant, 2001). In order to test the hypotheses developed in the present study, multiple regression analyses were conducted.

Before proceeding with the analysis, basic assumptions of the linearity (represents the degree to which the change in the dependent variable is associated with the independent variable), normality of the error terms distribution, and homoscedasticity (constant variance of the error terms) were first examined.

Before the regression results are considered valid, the degree of multicollinearity and its effect on the results are examined. Therefore, the variance inflation factor (VIF) and the condition indices for all the variables were examined. According to Hair et al. (1998), the VIF should be closed to 1.00 to indicates little or no multicollinearity. They further suggested the cutoff value of 10.00 as an acceptable VIF.

Although path analysis has been used in past studies (Behrman & Perrault, 1982; Dubinsky & Hartley, 1986), this method of analysis was not utilized in the present study. This is because it is felt that multiple regression was adequate for use in this study as the main objective of this study was to investigate the effects of customer-orientation behaviour and not to establish the pattern of causation of the model.

## **CHAPTER 4**

### **FINDINGS**

#### **4.1 Introduction**

This chapter presents the result of data analysis. Firstly, this chapter describes overview of data collection. Secondly, it presents profile of the respondents. It then follows with analysis on goodness of measures to test the reliability of the variables. Finally, the results of hypotheses testing are presented.

#### **4.2 Overview of Data Collected**

For data collection purposes, 100 questionnaires were distributed to front liners in five 3 and 4 stars hotel in Kedah (excluding Pulau Langkawi). Out of this number, 79 were returned, 9 of which were excluded because they are part-timers and 2 questionnaires were incomplete. Thus, a total of 68 responses were usable and used for subsequent analysis, giving a response rate of 68 percent. It was with tremendous effort, hard work and extra financial cost that this response rate was obtained.

#### **4.3 Profile of the Respondents**

Table 4.1 presents the profile of the respondents. Consistent with a female-dominated industry under investigation, majority (69%) of the respondents are females. The age of the respondents are between 18 to 47 years old with the mean value of 29 years old. In terms of academic qualifications, majority of the respondents (57%) had acquired SPM/STPM as their highest academic qualifications.

In general, the working experience in the present hotel among respondents are new. Majority (81%) of the respondents have between one to 5 years working experience in the present hotel. This is in line with the age structure where most of the respondents are young (below 40 years).

Table 4.1

*Profile of the Respondents (N=68)*

Variable	Categories	N	(%)
Gender	Male	21	31
	Female	47	69
Age	Less than 20	3	4
	20-30	46	62
	31-40	17	25
	> 40 years old	6	9
Academic qualification	SPM/STPM	39	57
	Certificate/Diploma	27	40
	Bachelor's Degree	2	3
Length of working experience with the present hotel	1-5 years	55	81
	6-10 years	11	15
	11-15 years	1	2
	16 years and above	1	2

#### 4.4 Reliability Test

Table 4.2 below summarizes the reliability test of variables. As shown, the Cronbach Alphas of the measures were all comfortably above the lower limit of acceptability that is  $\alpha > .60$ . Hence, all the measures were highly reliable.

Table 4.2

*Reliability Coefficients for the Variables in the Study*

Variables	Number of items	( $\alpha$ )
Customer-orientation behaviour	13	0.83
Job satisfaction	28	0.90
Organizational commitment	9	0.60

## 4.5 Descriptive Analyses

### 4.5.1 Major Variables

Descriptive statistics for the final list of variables of the study are shown in Table 4.3. All the scale measurements used a five-point Likert scale. For ease of interpretation, the range of five point Likert-scales were categorized into equal sized categories of low, moderate and high. Therefore, scores of less than 2.33 [ $4/3 + \text{lowest value (1)}$ ] is considered as low; scores of 3.67 [highest value (5)– $4/3$ ] is considered high and those in between considered moderate. From Table 4.3, the mean values for customer-orientation behavior is considered as high. This indicates that front liners in the selected hotels tend to practice high level of customer-orientation behavior. The other variables on job satisfaction and organizational commitment are considered as at moderate level.

Table 4.3

*Descriptive Statistics for Dimensions of Variables*

Dimension (Variables)	M	SD
Customer-orientation behaviour	3.71	.36
Job satisfaction	3.64	.56
Organizational commitment	3.50	.59

*M= mean value; SD= Standard deviation*

### 4.5.2 Level of Customer-orientation Behaviour Performed by the Front Liners

In order to answer the first research question that is, “to what extent front liners in hotel industry adopting the customer-orientation behaviour in their daily activity? Table 4.3 shows the mean and standard deviation of the customer-orientation

behaviour among respondents. It is important to highlight that the respondents as a group were highly customer-oriented. This is shown by the mean score of 3.71 on a five point scale. With standard deviation of .36, it indicates that statistically, the variation of customer-orientation behaviour among respondents are low.

#### 4.6 Correlation Analysis

Table 4.4 provides a summary of the results from correlational analysis. The computation of the Pearson correlation coefficients was performed to obtain an understanding of the relationship between all the variables in the study. The values of the correlation coefficients (r) given in Table 4.4 indicate the strength of the relationship between variables.

Firstly, the correlations within performance variable are examined. As shown in Table 4.4 correlations amongst the measures of customer-orientation behaviour and job attitude and behaviours are positively correlated. Customer-orientation behaviour is also found to be positively correlated with job satisfaction and organizational commitment.

Table 4.4

#### *Pearson Correlations of Study Variables*

	Customer-orientation behaviour	Job satisfaction	Organizational commitment
Customer-orientation behaviour	1.0		
Job satisfaction	.73**	1.0	
Organizational commitment	.43**	.47**	1.0

Note: \*p<.05; \*\*p<.01

## 4.7 Hypotheses Testing

As stated in Chapter two, hypotheses tested in this study are as follows:

H1: The higher the front liner's customer-orientation behavior, the higher he/she satisfies with the job.

H2: The higher the front liner's customer-orientation behavior, the higher he/she commits with the organization.

### 4.7.1 Regression Analysis on the Influences of Customer-Orientation Behaviour on Job Attitudes and Behaviour

In order to answer the second research questions that is, "to what extent does customer-orientation behaviour of the front liners influence their job behavior and attitudes, regression analyses were undertaken on the customer-orientation behavior and job attitudes and behavior (job satisfaction and organizational commitment ). In this analyses, customer-orientation behaviour is treated as the independent variable, whereas job satisfaction and organizational commitment as the dependent variables. Through regression analysis procedure, job satisfaction is first regressed on customer-orientation behaviour. Table 4.5 shows the relationship between customer-orientation behaviour and job satisfaction.

Table 4.5

*The Influence of Customer-Orientation Behaviour on Job Satisfaction*

Independent Variable	B	SE B	$\beta$
Customer-orientation behaviour	.672	.077	.73**

Note:  $R^2 = .53$ ;  $F = 75.66$ ; Sig.  $F = 0.000$ ; \*\* $p < 0.01$

B= Unstandardized coefficient beta; SEB= Standard error of regression coefficient;

$\beta$ = Beta coefficient

With F value of 75.66 ( $p = .00$ ), indicates that customer-orientation behaviour is significantly influencing job satisfaction. The model is strong with customer-orientation behaviour explaining 53 percent of the variation in job satisfaction. Furthermore, we note that customer-orientation behaviour positively influence job satisfaction ( $\beta = .73$ ). Therefore, hypothesis H1 is supported.

Secondly, organizational commitment is regressed on customer-orientation behaviour. Table 4.6 shows the regression of organizational commitment on customer-orientation behaviour. It can be seen that the model is significant (F value= 14.95;  $p = .00$ ) and 19 percent of the variations in organizational commitment is contributed by customer-orientation behavior. The variable customer-orientation behaviour is positively related to organizational commitment ( $\beta = .43$ ). Therefore, hypothesis H2 is supported.

Table 4.6

*The influence of Customer-Orientation Behaviour on Organizational Commitment*

Independent Variable	B	SE B	$\beta$
Customer-orientation behaviour	0.411	.106	.43**

Note:  $R^2 = .19$ ;  $F = 14.95$ ; Sig.  $F = .000$

B= Unstandardized coefficient beta; SEB= Standard error of regression coefficient;

$\beta$ = Beta coefficient

#### 4.8 Summary of Findings

Descriptive statistics showed that in general, respondents perform high level of customer-orientation behaviour. Furthermore, the standard deviation demonstrated that statistically the variation of customer-orientation behaviour among respondents were low.

To examine the relationship between customer-orientation behaviour and respondents' job attitudes and behaviour, regression analyses were conducted.

Presented below is the summary of the findings from hypotheses testing:

Hypotheses	Supported/not supported
Hypothesis 1: The higher the front liner's customer-orientation behavior, the higher he/she satisfies with the job.	Supported
Hypothesis 2: The higher the front liner's customer-orientation behavior, the higher he/she commits with the organization.	Supported

## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Introduction**

This chapter recapitulates the findings, followed by a discussion of them. Both the theoretical and managerial implications together with limitations are also discussed and this chapter ends with suggestions for future research.

#### **5.2 Recapitulation of the Study Findings**

This study investigates the impact of customer-orientation behaviour on job attitudes and behavior (job satisfaction and organizational commitment). Specifically, the first objective of this study is to examine the level of customer-orientation behaviour perform by the front liners. The second objective is to identify the influence of front liner's customer-orientation behavior on job satisfaction and organizational outcome.

Revisiting the study's objectives, this study was undertaken to seek answers to two research questions (i) at what level do front liner in the Malaysian hotel industry perform customer-orientation behaviour in their daily activities? and (ii) does customer-orientation behaviour of the front liners impact job satisfaction and organizational commitment?

Responding to the first research question, this study found that front liners perform high level of customer-orientation behaviour. To answer the second research question, regression analysis undertaken revealed that both

hypotheses tested, were supported. With regards to the second research question, customer-orientation behaviour was positively related to job satisfaction and organizational commitment.

### **5.3 Discussion**

The following section discusses in further detail regarding the level of customer-orientation behaviour in the Malaysian hotel industry and the impact of customer-orientation behaviour on job behaviour and attitudes.

#### **5.3.1 Level of Customer-Orientation Behaviour in Malaysian Hotel Industry**

To answer the first research question, this study demonstrated that level of customer-orientation behaviour among front liners in Malaysian hotel industry is encouraging. Consistent with definition of customer-orientation behaviour, it can be interpreted that, in their daily activities, the front liners tend to practice high marketing concept by trying to help their guests feel more comfortable staying in the hotel and will behave in such away that will satisfy the guests needs and satisfactions. They engaged in behaviours aimed at increasing long-term customer satisfactions.

One plausible reason to explain this finding is due to the increasingly keen business competition, particularly the growing numbers of hotels and encouragement by hoteliers to make sure their employees entertain the guests in a good manner. The fact that customers are more demanding and have high

expectations on the services provided by the hotels also contributed to the increasing concern of putting the needs and satisfaction of their guests by the front liners. Given these challenges, the hoteliers have continuously encourage their front liners to improve their standard of service to meet the increasingly sophisticated needs of the public. This result is similar to Kim and Cha (2002) who found high level of customer-orientation behaviour among front liners in their studies.

### **5.3.2 The Impact of Customer-Orientation Behaviour on Job Attitudes and Behaviour**

The second question is related to the relationship between customer-orientation behavior) and job attitudes and behaviour. This study shows that customer-orientation behaviour explains 53 percent and 16 percent of the variation in job satisfaction and organizational commitment respectively. This indicates that customer-orientation behaviour has moderate explanatory power to predict job satisfaction and organizational commitment and that there are other variables not considered in this study such as employees capabilities (Cravens et al., 1993), type of product sold and industry growth (Baldauf & Cravens, 2002).

Although larger  $R^2$  values would be desirable, the moderate amount of variation explained should be expected (Boles et al., 2000; Keillor et al., 2000). Other study conducted in other industry such as insurance also produced small contribution of employees behaviour on job attitudes. However, despite the moderate  $R^2$  obtained for the relationship between customer-orientation behaviour and job attitudes, the present study provides some important insights

into the influence of customer-orientation behaviour on employee's job satisfaction and organizational commitment.

The positive relationship between customer-orientation behaviour and job satisfaction indicates that in the context in which the primary task of the employee is to serve the customers directly, customer-oriented employees fit the service setting better than employees who have lower customer-orientation behaviour because they are predisposed to enjoy the work of serving customers. Customer-oriented employee is a more natural fit in a service job and therefore will experience job satisfaction. As a result, service employees who have higher level of customer-orientation behaviour will be more satisfied with their jobs compared with those who are less customer-oriented. The result found in this study is consistent with Donovan et al. (2004) but contrary to prior study by Farrel and Oczkowski (2009) who discovered non significant relationship between these two variables.

This study found positive relationship between customer-orientation behaviour and organizational commitment. This is consistent with Farrel and Oczkowski (2009) and with the study by Donovan et al. (2004). This supports the market orientation literature which states that employees who work in customer-focused organizations will feel a sense of belonging, satisfied and commitment to the organization. This sense of belonging may also go some way to explaining our finding that service workers who are highly customer-oriented are more predisposed to satisfaction towards their job.

## **5.4 Contributions of the Research**

This research and the findings that have surfaced carries with it significant theoretical and provide managerial implications. These contributions and implications are discussed further below.

### **5.4.1 Theoretical Contributions**

From the theoretical perspective, the contribution of this research lies in identifying multiple ways through which customer-orientation behaviour impacts job attitudes and behavior, particularly in the context of industry involving work that need close supervision in nature. The present research contributes to the literature by investigating the issue of customer-orientation within the context of front liners who are directly fully supervised by the supervisor. It gives an indication the importance of having customer-oriented employees. This study helps to build theory concerning customer-orientation behaviour and provide some insights toward effective service delivery in the hotel industry.

The study also validates the consequences of customer-orientation behaviour on job satisfaction and commitment of the employees. While prior works on consequences of customer-orientation behaviour were carried out in Western countries, the present study proved that these factors hold true in Malaysian hotel industry. Therefore, it would appear that some findings obtained in the west can be generalized to Asian settings as well (at least to Malaysia), thus lending credence to efforts to test western findings using local samples.

The present study found positive relationships of customer-orientation behaviour on employees' job attitudes; i.e. job satisfaction and organizational commitment. Although the contribution of customer-orientation behaviour on job attitudes were not very big, results of this research however still support the theoretical relationship between customer-orientation behaviour and job attitudes. This is significant because it extends the knowledge of having satisfied and committed employee in organization by empirically demonstrating that a positive relationship exists between these two variables.

#### **5.4.2 Managerial Implications**

Beside theoretical and methodological contributions of this study, several managerial implications are advanced from the results of this study. This study provides a few key implications on how managers in particular and hotel industry in general can manage front liners in an effective way.

First and foremost, without a doubt, our results suggest that it is important to hire employees who are customer oriented. Based on that point, from managerial perspective, effort to develop customer-orientation in front liners has created employees satisfaction and commitment. The finding that customer-orientation behaviour influence job satisfaction and organizational commitment hold important implications for managers who are charged with recruiting new employees. While front liners may have similar training and experience, not all prospective employees will react and perform equivalently in the same position. In addition to performing better on the job, front liners who possess higher levels of customer-orientation behaviour can be expected to respond more favourably

to the job that can front liners who have lower levels of customer-orientation behaviour. Second, because customer-orientation behaviour leads to job satisfaction and commitment, managers must recruit with this personality trait in mind, and they should not expect that customer-orientation will simply develop over time in response to job satisfaction and commitment.

The findings also have implications for the management of employee and work tasks in the hotel industry. Perhaps most obvious is the suggestion that customer-oriented employee will find the greatest level of satisfaction and commitment when placed in high-customer-contact positions. When they are located in low-contact positions, the internal drive to satisfy customer needs has much less effect on their job satisfaction and commitment to the organization. Of greater concern, perhaps is the placement of front liner who has a lower degree of customer-oriented in a high-contact position.

## **5.5 Limitations and Future Research Directions**

Although this study expands our knowledge of frontline customer-orientation behavior, it has several limitations and viable prospects for further research remains. First, the specific service sector chosen for this study is hotel industry. Furthermore, the study was undertaken among the frontline employees of three and four stars in Kedah. These may delimit generalizations. To broaden the database for further generalizations, testing viability of our model in other service sectors would be fruitful. Further extensions into other sectors which differ in type of customer contact, level of customization and transaction type could lead to a

contingency framework and show if and how the hypothesized linkages change according to service characteristics.

The cross-sectional nature of the present study does not allow causal inferences. Therefore, future studies should adopt longitudinal designs. Our theoretical reasoning is viable and empirical results are consistent with the propositions that customer-orientation behaviour increase job satisfaction and organizational commitment. However a stronger test of these propositions requires a longitudinal design.

Finally, the fact that customer-orientation behaviour scores may be inflated due to significant social desirability tendencies raises a broader issue of distorted responses to personality measures. Evidence shows that when personality measures are used for hiring purposes, applicants may fake or intentionally distort their responses by guessing what is expected from them. Therefore, the current measure of customer-orientation behaviour should be subjected to further scrutiny and extensive validation or alternative measurement approaches should be explored before it is employed as an off-the-shelf measure for frontline employee selection.

## **5.6 Conclusion**

In summary, this study has made significant progress towards understanding the role of customer-orientation behaviour, particularly as it pertains to employee job behaviour and attitudes. This study has built upon and extended the literature on customer-orientation, in particular the recent work of Farrel and Oczkowski

(2009) and Donovan et al. (2004). The results of this study suggest that the benefits of employing customer-oriented front liners go well beyond improving performance to enhancing other factors that are important to the welfare of employees and the organization.

Despite the moderate  $R^2$  obtained, findings of the study suggest that the customer-orientation behaviour of the front liners have positive influence on job attitudes and behaviour measured by job satisfaction and organizational commitment. The finding gives academicians and managers a much stronger basis than intuition and anecdotes for recommending the wisdom of adopting and implementing a customer-orientation approach. These findings provide additional evidence to the growing body of knowledge concerning the importance of adopting customer-oriented approach. It is not the purpose of this study to advocate that all front liners necessarily better served in a performance sense by embracing a customer-orientation behaviour.

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## **APPENDIX A**

# **THE QUESTIONNAIRE**

28 Januari 2011

Tuan/Puan,

Saya merupakan pelajar Sarjana Pengurusan di Universiti Utara Malaysia yang sedang menjalankan satu penyelidikan bertajuk: ***"Kesan Tingkahlaku Berorientasikan Pelanggan terhadap Kepuasan Kerja dan Komitment di Kalangan Kakitangan Hotel di Malaysia."*** Borang soal-selidik yang dilampirkan bersama-sama dengan surat ini merupakan sebahagian daripada bahan dalam penyelidikan saya yang bertajuk

Penglibatan saudara/saudari dalam mengisi borang soal-selidik ini nanti akan dapat menyumbang kepada peningkatan imej, profesionalisme dan prestasi kerja kakitangan hotel di Malaysia.

Sila jawab semua soalan. Terdapat sebahagian kecil daripada soalan-soalan tersebut yang bersifat peribadi (contohnya soalan mengenai pendapatan dan tahap pencapaian akademik). Maklumat ini diperlukan untuk analisa statistik semata-mata. Anda akan dapati yang borang soal-selidik ini senang untuk diisi dan tidak akan mengambil masa yang lama. Apa yang anda perlu lakukan adalah untuk 'bulatkan' pada jawapan yang bersesuaian dengan pilihan anda. Tidak ada jawapan yang betul atau salah bagi semua soalan. Sila jawab dengan ikhlas.

Saya memberi jaminan bahawa semua jawapan yang anda berikan akan dirahsiakan dan hanya digunakan untuk tujuan akademik semata-mata. Akhir kata, sumbangan masa dan tenaga yang anda berikan dalam mengisi borang soal-selidik ini saya dahulukan dengan ucapan ribuan terima kasih.

Yang benar

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AFIFF BIN HAMSAN  
NO. MATRIK: 803325

**Bahagian A: Maklumat Peribadi**

*Bahagian ini mengandungi soalan-soalan berkenaan maklumat peribadi anda. Sila **PANGKAH (X)** pada pilihan jawapan yang disediakan atau **ISIKAN** jawapan anda pada ruangan yang disediakan.*

1. Jantina: Lelaki ☐ Wanita ☐

2. Umur: \_\_\_\_\_ (Sila bulatkan umur anda pada tahun yang terdekat).

3. Status kerja :  
Sepenuh masa ☐ Sambilan (part-time) ☐

4. Tahap pencapaian akademik:

Sekolah rendah/menengah	
Sijil/Diploma	
Ijazah	
Sarjana	
Lain-lain	

5. Sudah berapa lama anda bekerja dengan hotel ini ?

\_\_\_\_\_ (sila bulatkan jawapan anda pada tahun terdekat).

6. Sila nyatakan bahagian di mana anda bekerja:

**Bahagian B: Tingkahlaku Berorientasikan Pelanggan**

Kenyataan-kenyataan 1-5 di bawah menggambarkan pelbagai pandangan mengenai bagaimana anda berurusan dengan pelanggan/tetamu hotel. Bagi setiap kenyataan, sila **BULATKAN** pada skala

(1 hingga 5), dimana 1=menggambarkan anda amat tidak bersetuju dengan pernyataan yang diberikan dan skala 5=anda amat bersetuju dengan pernyataan tersebut.

	1	2	3	4	5
	Amat tidak bersetuju			Amat bersetuju	
Saya gembira memberi perkhidmatan kepada tetamu hotel.	1	2	3	4	5
Saya merasa bangga jika dapat membuatkan tetamu merasa mereka dilayan secara personal.	1	2	3	4	5
Setiap masalah tetamu hotel adalah penting bagi saya.	1	2	3	4	5
Saya berusaha memberi perhatian kepada setiap tetamu.	1	2	3	4	5
Secara semulajadi saya boleh memahami keperluan tetamu.	1	2	3	4	5
Secara umumnya saya faham apa perkhidmatan yang diharapkan oleh tetamu.	1	2	3	4	5
Saya sering meramalkan keperluan perkhidmatan yang diperlukan oleh tetamu.	1	2	3	4	5
Saya tidak cuba untuk memahami <i>body language</i> tetamu semasa berinteraksi dengan mereka.	1	2	3	4	5
Saya gembira memenuhi perkhidmatan tetamu pada masa yang diperlukan oleh mereka.	1	2	3	4	5
Saya merasa amat berpuashati jika dapat menyiapkan tugas bagi keperluan tetamu.	1	2	3	4	5
Saya marasa yakin untuk memberi perkhidmatan terbaik kepada tetamu.	1	2	3	4	5
Saya seronok mengingat nama tetamu.	1	2	3	4	5
Saya gembira jika dapat mengenali tetamu secara personal.	1	2	3	4	5

### Bahagian C:Kepuasan Kerja

Kenyataan di bawah menggambarkan sejauhmana anda berpuashati dengan kerja anda. Bagi setiap kenyataan, sila **BULATKAN** pada skala jawapan (1-5) satu jawapan yang anda fikir paling tepat menggambarkan tahap kepuasan anda.

	1	2	3	4	5
	Amat tidak setuju			Amat bersetuju	
Pengurus saya sering mengambil pandangan pekerja dalam tugas seharian.	1	2	3	4	5
Pengurus saya sentiasa bersikap adil dalam mengendalikan tugas.	1	2	3	4	5
Pengurus akan memuji dan menghargai hasil kerja yang baik.	1	2	3	4	5
Pengurus sering menunaikan janjinya.	1	2	3	4	5
Tugas yang saya lakukan memberi kepuasan bagi diri saya.	1	2	3	4	5
Saya gembira menerima tugas yang diberikan.	1	2	3	4	5
Saya menghargai tugas saya sekarang.	1	2	3	4	5
Apa yang saya lakukan dalam tugas seharian adalah berbaloi.	1	2	3	4	5
Pihak pengurusan menghargai tugas pekerja.	1	2	3	4	5
Pihak pengurusan mengambil berat kebajikan pekerja.	1	2	3	4	5
Hotel ini beroperasi dengan cekap dan sempurna.	1	2	3	4	5
Para pekerja mendapat layanan yang baik dari pihak pengurusan.	1	2	3	4	5
Pihak pengurusan bersikap tidak adil dalam kenaikan pangkat.	1	2	3	4	5
Peluang untuk peningkatan kerjaya adalah cerah di hotel ini.	1	2	3	4	5
Terdapat banyak peluang peningkatan kerjaya yang ada di hotel ini.	1	2	3	4	5
Saya mempunyai peluang yang cerah untuk terus berjaya di hotel ini.	1	2	3	4	5

Gaji saya adalah lebih rendah berbanding dengan kerja yang sama di hotel lain.	1	2	3	4	5
Gaji yang diperolehi setimpal dengan kerja yang dilakukan.	1	2	3	4	5
Saya menerima gaji yang sama dengan rakan sekerja lain (kategori yang sama).	1	2	3	4	5
Pendapatan saya mencukupi untuk menampung hidup seharian.	1	2	3	4	5
Rakan sekerja saya mementingkan diri sendiri.	1	2	3	4	5
Saya senang bekerja dengan rakan sekerja saya.	1	2	3	4	5
Para pekerja di hotel ini ramah.	1	2	3	4	5
Rakan sekerja saya sering membantu saya apabila diperlukan.	1	2	3	4	5
Para tetamu hotel ini menghargai pekerja seperti saya.	1	2	3	4	5
Para tetamu hotel tidak boleh dipercayai.	1	2	3	4	5
Para tetamu hotel setia dengan hotel ini.	1	2	3	4	5
Para tetamu hotel memahami tugas pekerja seperti saya.	1	2	3	4	5

#### Bahagian D:Komitmen

Penyataan di bawah menggambarkan tahap komitmen anda terhadap organisasi anda sekarang. Bagi setiap kenyataan, sila **BULATKAN** pada skala jawapan (1-5) satu jawapan yang anda fikir paling tepat menggambarkan tahap kepuasan anda.

	1	2	3	4	5
	Amat tidak setuju			Amat bersetuju	
Saya sanggup meningkatkan usaha demi untuk menjadikan hotel ini berjaya.	1	2	3	4	5
Saya sanggup membuat sebarang jenis kerja asalkan saya dapat terus bekerja di hotel ini.	1	2	3	4	5
Hotel ini memberi inspirasi kepada saya untuk bekerja dengan bersungguh-sungguh.	1	2	3	4	5
Saya begitu memelihara masa depan hotel ini.	1	2	3	4	5
Saya memuji hotel ini kepada kawan-kawan saya sebagai satu tempat yang baik untuk bekerja.	1	2	3	4	5
Nilai yang saya pegang dan nilai yang dipegang oleh hotel ini tidak selari.	1	2	3	4	5
Saya merasa bangga untuk memberitahu orang lain yang saya bekerja di hotel ini.	1	2	3	4	5
Saya merasa seronok memilih hotel ini untuk bekerja berbanding dengan hotel-hotel lain.	1	2	3	4	5
Hotel ini merupakan organisasi terbaik untuk bekerja.	1	2	3	4	5

TERIMA KASIH ATAS KERJASAMA ANDA

## **APPENDIX B**

# **SPSS DATA ANALYSIS**

## Reliability Job Satisfaction

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	68	100.0
	Excluded <sup>a</sup>	0	.0
	Total	68	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.897	28

## Reliability Customer Orientation Behaviour

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	68	100.0
	Excluded <sup>a</sup>	0	.0
	Total	68	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.919	22

## Reliability Organization Commitment

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	68	100.0
	Excluded <sup>a</sup>	0	.0
	Total	68	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.600	9

## PROFILES OF THE RESPONDENTS

### Statistics

		JANTINA	UMUR	TAHAP AKADEMIK	LAMA BEKERJA
N	Valid	68	68	68	68
	Missing	0	0	0	0
Minimum		1	18	1	1.00
Maximum		2	47	3	17.00

### Frequency Table

#### JANTINA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LELAKI	21	30.9	30.9	30.9
	WANITA	47	69.1	69.1	100.0
	Total	68	100.0	100.0	

#### UMUR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	1	1.5	1.5	1.5
	19	2	2.9	2.9	4.4
	20	7	10.3	10.3	14.7
	21	2	2.9	2.9	17.6
	22	5	7.4	7.4	25.0
	23	4	5.9	5.9	30.9
	24	4	5.9	5.9	36.8
	25	4	5.9	5.9	42.6
	26	5	7.4	7.4	50.0
	27	2	2.9	2.9	52.9
	29	3	4.4	4.4	57.4
	30	6	8.8	8.8	66.2
	31	3	4.4	4.4	70.6
	32	2	2.9	2.9	73.5
	33	1	1.5	1.5	75.0
	35	2	2.9	2.9	77.9
	37	3	4.4	4.4	82.4
	38	1	1.5	1.5	83.8
	39	3	4.4	4.4	88.2
	40	2	2.9	2.9	91.2
	42	2	2.9	2.9	94.1
	43	1	1.5	1.5	95.6
	45	1	1.5	1.5	97.1
	46	1	1.5	1.5	98.5
	47	1	1.5	1.5	100.0
	Total	68	100.0	100.0	

### TAHAP AKADEMIK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SEKOLAH RENDAH/MENENGAH	39	57.4	57.4	57.4
	SIJIL/DIPLOMA	27	39.7	39.7	97.1
	IJAZAH	2	2.9	2.9	100.0
	Total	68	100.0	100.0	

### LAMA BEKERJA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	8	11.8	11.8	11.8
	2.00	19	27.9	27.9	39.7
	3.00	12	17.6	17.6	57.4
	4.00	7	10.3	10.3	67.6
	5.00	9	13.2	13.2	80.9
	6.00	1	1.5	1.5	82.4
	7.00	4	5.9	5.9	88.2
	8.00	3	4.4	4.4	92.6
	9.00	1	1.5	1.5	94.1
	10.00	2	2.9	2.9	97.1
	12.00	1	1.5	1.5	98.5
	17.00	1	1.5	1.5	100.0
	Total	68	100.0	100.0	

## Mean and Standard Deviation for all Variables

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
meanCOB	68	1.00	4.77	3.7115	.61472
MeanJS	68	2.11	4.86	3.6444	.56491
MeanOC	68	2.00	5.00	3.5000	.58747
Valid N (listwise)	68				

## Correlations between Variables

### Correlations

		meanCOB	MeanJS	MeanOC
meanCOB	Pearson Correlation	1	.731**	.430**
	Sig. (2-tailed)		.000	.000
	N	68	68	68
MeanJS	Pearson Correlation	.731**	1	.470**
	Sig. (2-tailed)	.000		.000
	N	68	68	68
MeanOC	Pearson Correlation	.430**	.470**	1
	Sig. (2-tailed)	.000	.000	
	N	68	68	68

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Regression Organizational Commitment and Customer Orientatation Behaviour

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	meanCOB <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: MeanOC

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430 <sup>a</sup>	.185	.172	.53447

a. Predictors: (Constant), meanCOB

b. Dependent Variable: MeanOC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.270	1	4.270	14.948	.000 <sup>a</sup>
	Residual	18.854	66	.286		
	Total	23.123	67			

a. Predictors: (Constant), meanCOB

b. Dependent Variable: MeanOC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.976	.400		4.945	.000
	meanCOB	.411	.106	.430	3.866	.000

a. Dependent Variable: MeanOC

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3864	3.9344	3.5000	.25245	68
Residual	-1.49210	1.41095	.00000	.53047	68
Std. Predicted Value	-4.411	1.721	.000	1.000	68
Std. Residual	-2.792	2.640	.000	.993	68

a. Dependent Variable: MeanOC

## Regression Job satisfaction and Customer Orientation behaviour

**Variables Entered/Removed<sup>d</sup>**

Model	Variables Entered	Variables Removed	Method
1	meanCOB <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: MeanJS

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 <sup>a</sup>	.534	.527	.38851

a. Predictors: (Constant), meanCOB

b. Dependent Variable: MeanJS

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.419	1	11.419	75.657	.000 <sup>a</sup>
	Residual	9.962	66	.151		
	Total	21.381	67			

a. Predictors: (Constant), meanCOB

b. Dependent Variable: MeanJS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.152	.290		3.966	.000
	meanCOB	.672	.077	.731	8.698	.000

a. Dependent Variable: MeanJS

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8234	4.3548	3.6444	.41284	68
Residual	-.70677	1.14656	.00000	.38560	68
Std. Predicted Value	-4.411	1.721	.000	1.000	68
Std. Residual	-1.819	2.951	.000	.993	68

a. Dependent Variable: MeanJS