

Linkage Research Model of Indian Hotel Industry

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This study explores the role of organizational functioning variables i.e. job satisfaction and organizational commitment of customer-contact employees (CCE) as predictors of organizational outcome i.e. service quality, in the hotel industry. The study expands the organizational commitment dimension to include normative and continuance commitment, the two neglected aspects in marketing of services literature. The results of the study highlight that out of the predictor variables chosen 5, i.e. job satisfaction, normative commitment, salary, type of job and education level, discriminate between the level of service quality of customers. Furthermore, if these 5 variables were targeted through company strategies the human resource could be a source of core competence through process ambiguity.

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Introduction

Customer satisfaction is a challenge in every industry. However, in service industry its performance based nature and unique characteristics i.e. inseparability, intangibility, heterogeneity and perishability (Parasuraman, Zeithaml, & Berry, 1985), make the road to customer satisfaction even more treacherous. In service industry the challenge is not only to achieve customer satisfaction but also to maintain it. Being process oriented, any part of the process which satisfies the customer is imitated and becomes a industry norm. Therefore, attempts are made to lend some degree of ambiguity to the process and this has led to researchers and practitioners making an attempt to understand the uniqueness of customer satisfaction processes in services. Past research has indicated that customer satisfaction is a function of not only customer perception of services received but also attitude and behavior of the individuals providing the service (Lovelock, 1983; Rust & Oliver, 1994), climate and encounters (Schmit & Allscheid, 1995; Siehl, Bowen & Pearson, 1992); attitudes and behavior of the service provider (Burke, Borucki & Hurley, 1992; Benjamin Schneider, Gunnarson, & Niles-Jolly, 1994); management commit-

ment (Ahmed & Parasuraman, 1994); employee job satisfaction, self efficacy and adaptability; employee effort (Spiro & Barton, 1990); employee citizenship behavior (Yoon, Beatty & Suh, 2001); value of the firm (Muse, Rutherford, Sharon & Raymond, 2005). Therefore, service quality and customer satisfaction (organizational outcomes) is influenced by multiple organizational functioning variables which interact in a complex way. It is due to this relationship that practitioners follow a varying degree of relationship based approach to doing business rather than hard core transactional approach in service industry (Gutek, Groth & Cherry, 2002). It was within this backdrop that the current study was undertaken to study the possibility of using organizational functioning variables as discriminating variables for organization outcomes and therefore guiding strategy formulation and search for competitive advantage.

Customer Contact Employees

Inseparability and heterogeneity characteristics of services (Parasuraman, et al., 1985) necessitate that the customer be the part of the consumption process and have direct contact with the service provider (Gutek et al., 2002) at multiple points. This means that the employees in the service process especially those in the front stage, become very important components of customers' service quality perception (Hartline, Iii & McKee, 2000). In these industries not only the attitude and behavior of the CCE's (Bowen & Schneider, 1985), but also his emotional state (Anderson, 2006) while

providing the service, in customer perception of quality. The importance of behavior of CCEs can be further highlighted from the fact that many researchers have found lack of positive behavior of CCEs to be the reason for failure of service firms (Bitner, 1990; Bowen & Schneider, 1985). Therefore, if managed properly these CCEs can lead to customer satisfaction and be a source of competitive advantage. Furthermore, capability, knowledge, skill and management of the CCEs, are intangible properties of human resource. When acquired these properties lend a certain degree causal ambiguity to the service process (Barney & Wright, 1998). This causal ambiguity in turn makes it difficult for the competitors to imitate the process which in effect helps companies reap benefits of competitive advantage.

Marketing of services literature discusses management of CCEs from three perspectives i.e. manager employee interface, employee role interface and the employee customer interface (Hartline & Ferrell, 1996). However the literature does not explore the relationship of organizational functioning on the functioning of the CCEs and its relationship with the customer judgment of quality. Therefore, the current study has been undertaken to specifically determine the relationship of organizational functioning on service quality of customer contact employees i.e. linkage research model.

Linkage Research Model

To understand elements of organizational functioning that are connected,

or linked with organizational outcomes including customer satisfaction and financial performance over a past decade, a new stream of research has developed i.e. Linkage Research (Pugh et al. 2002; Schneider et al. 2005). Linkage research provides alternatives for integrating functional areas across the organization, providing managers with a strategic measurement system focusing on serving the customer (Schneider, White & Paul, 1998). The data from linkage studies is used to establish a priority list for improving the practices that matter to customer satisfaction.

Employee experience at work is correlated with their services to the customer and that it is these customer experiences that translate into customer satisfaction.

In linkages research the relationship approach is used as a basis for hypothesis. This research uses a conceptual model to connect employees to customer and profits. The approach states that employee experience at work is correlated with their services to the customer and that it is these customer experiences that translate into customer satisfaction (Wiley, 1996). The hypothesis of linkage research has been tested and accepted by various researchers in retail and insurance industry. These are industries which are more encounter based industries (Guttek et al., 2002). Researchers found that when employees rated certain human resource management practices favorably, customers had more positive service experi-

ences (Chahal & Mehta, 2011; Chiung-Ju & Lung-Chun, 2006). Understanding this relationship has helped many firms develop their human resource to the level of an asset and core competence. Extending these results it was felt that this relationship could have a synergistic impact on competitive dimensions of a company in relationship based service industry.

Relationship based industries are unique from transactional based service industries because firstly, in a relationship based industry time and effort is spent in understanding the customer. Then effort is made by whole value chain and specifically CCEs to make each transaction successful. In the relationship based industries too human resource could be developed to valuable, rare, difficult to imitate asset leading to a sustained competitive advantage. The current research focuses on researching this linkage theory in a relationship service industry. Three high relationship based industries were shortlisted i.e. Hospital, Hotel and Banking industries. Out of these three hotel industry was chosen for this study because it is one of the key industries driving growth of the services sector in India (Sanketh Arouje, Seema Changam & Bandi, 2010) and review of literature highlighted that very few such studies have been undertaken in this sector as compared to banking industry. Hotel industry also ranks very high on quality of manpower (Pan, 2006; Sanketh Arouje et al., 2010). Therefore, the current study has been undertaken in hotel industry.

Job Satisfaction & Organizational Commitment

Two variables seem to dominate the organizational functioning side of the equation. First was found to be job satisfaction. Job satisfaction as emotional response of an employee to a job situation, has received the most attention of all work-related attitudes (Mathieu & Zajac, 1990; Sharma & Jyoti, 2009). Researchers have established the relationship between job satisfaction and performance (Kogers Daniel, 2001; Ostroff Cheri, 1992). Exhaustive researches have been conducted in the past on relationship between job satisfaction and turnover (Lee Thomas & Mowday Richard, 1987); absenteeism (Clegg, 1983; Hackett Rick, 1989); and also stress (Bleggin, 1993) among different other dimensions. Therefore, enough research has been conducted to establish that job satisfaction influences the attitude, behavior and performance of the employee.

However, in recent literature stress has shifted to organizational commitment (Randall Donna, Fedor Donald, & Longenecker, 1990). defined as an individual's belief in and acceptance of organizational goals and values and his/her willingness to exert effort towards organizational goal accomplishment and strong desire to maintain organizational membership (Balfour & Barton, 1996; Porter et al, 1974). Organizational commitment has three dimensions i.e. Affective Commitment — which refers to the employee's emotional attachment, identification with and involvement in the organization; Normative Commitment —

which relates to the employee's feelings of obligation to stay with the organization and Continuance Commitment — the commitment based on the costs that the employee associates with leaving the organization (Hackett Rick Byci Peter & Hausdorf Peter, 1994; Meyer & Allen, 1991). The three levels of Organizational Commitment have a strong relationship with attitude, behavior and performance of an employee (Donavan, Brown & Mowen, 2004; Randall Donna, Fedor Donald & Longenecker Clinton, 1990).

Researchers in the past have found that various aspects of Organizational Commitment and Job Satisfaction influence the employee attitude, behavior and performance. Marketing literature has also studied this relationship but with two gaps. First, in marketing literature the aspect of Organizational Commitment has been limited to Affective Commitment. Second, influence of industry characteristics on the relationship has been neglected. Furthermore, little or no attention has been paid to aspects of organizational functioning for CCEs especially in relationship based industries (Hartline & Ferrell, 1996; Singh, 2000). It is within this background that current study was undertaken. The study aims to study the relationship of Job Satisfaction and Organizational Commitment on the service quality of CCEs in such a relationship based industry i.e. hotel industry.

Conceptual Model

In order to meet the main objective of linkage research a conceptual model was framed (fig.1). The literature suggests that there are likely many indepen-

dent and situation specific relationships among the major variables. Therefore, following hypotheses and organizing framework is being tested.

H1: The level of service quality offered to customers is dependent on job satisfaction of customer contact employees (CCE) in hotel industry.

H1a: The level of responsiveness offered to customers is dependent on the job satisfaction of CCEs in hotel industry.

Similarly, H1b, H1c, H1d and H1e were framed for reliability, assurance, tangibility and empathy dimensions of service quality.

H2: The level of service quality offered to customers is dependent on Organization Commitment of customer contact employees (CCE) in hotel industry.

H2i: The level of service quality offered to customers is dependent upon Affective Commitment of CCEs in hotel industry.

H2ia: The level of responsiveness offered to customers is dependent upon Affective Commitment of CCEs in hotel industry.

Similarly, H2ib, H2ic, H2d and H2e were framed for reliability, assurance, tangibility and empathy dimensions of service quality.

Continuing the H2i hypothesis series H2ii and H2iii were framed for Continu-

ance and Normative Commitment with a, b, c, d and e sub hypothesis under H2ii and H2iii for reliability, assurance, tangibility and empathy dimensions of service quality.

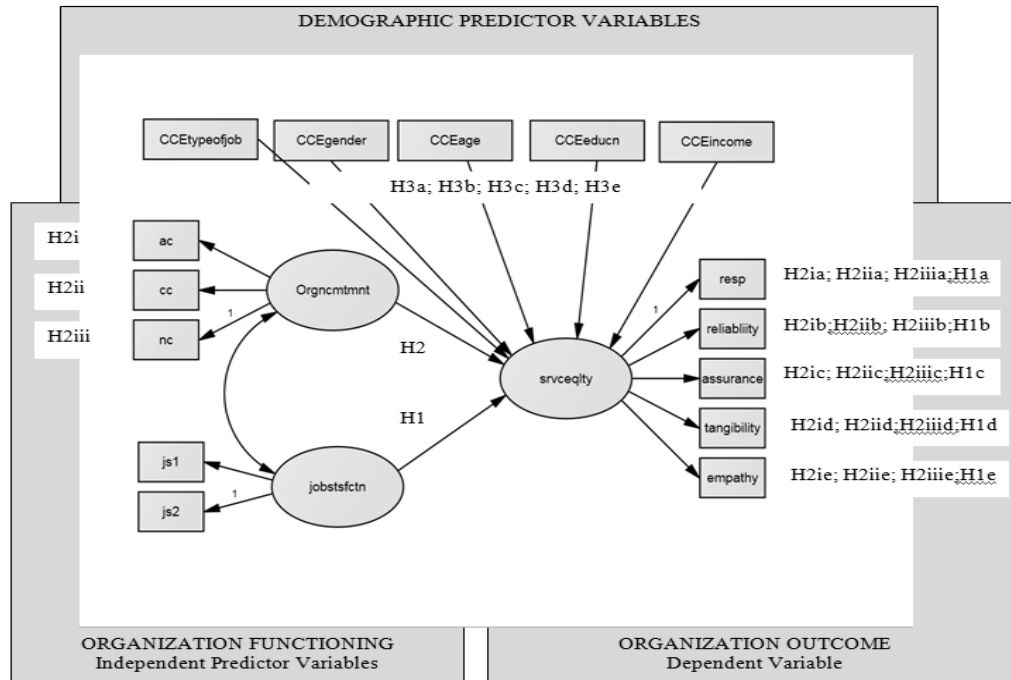
H3: The level of service quality offered to customer is dependent upon demographic variables of CCEs in the hotel industry.

Similarly, sub hypothesis H3a, H3b, H3c, H3d and H3e were framed for type of job, gender, age, education and income level of CCEs. These hypothesis are outlined in fig.1.

Methodology

In the current study Job Satisfaction and the three components of Organizational Commitment were treated as independent (predictor) variables and service quality as the dependent variable. Data was collected for this descriptive study with the help of two sets of self-administered structured questionnaires, one filled by CCEs and second by customers of those hotels. The final questionnaires were distributed to 200 employees and 250 customers in the four hotels in Chandigarh region. 150 questionnaires from employees and 150 questionnaires from customers were received back yielding in response rate of 75 percent for employees and 60 percent for customers. The sample comprised 58 per cent (87) male and 42 per cent (63) female employees. 72 per cent (108) of the employees were in the age group 18-25 years, while, 28 per cent (42) of them were in the age group 26-40

Fig. 1 Conceptual Framework for the Study.



years. 12.7 percent (19) were part-time employees and 87.3 per cent (131) were permanent staff. Overall, similar distribution of employees was found in the four hotels. Sample of customers comprised 60 percent males and 40 percent females from the age group of 20-60 yrs.

Psychometric Properties of Scale

The data was collected, from the customers, with help of an customized adapted instrument which used items from SERVPERF (Cronin & Taylor, 1994) for measuring service quality across four sub dimensions i.e. reliability, assurance, tangibility and responsiveness. The data from employees was col-

lected with the help of a questionnaire which used Hackman and Oldham’s (1975) Job Diagnostic Survey measure to measure Job Satisfaction and Meyers 1993 three-component scale of Affective, Normative and Continuance Commitment to measure Organizational Commitment. These instruments were adapted based on feedback received during the pre testing of the questionnaires. The survey instruments were written in English and were pre-tested on 10 CCEs and 10 customers from two hotels in Chandigarh, which were not part of the final sample. Exploratory factor analysis was done to adapt the scales. The final instrument had 6 items to measure AC, 6 to CC, 6 to NC, 2 to Job Satisfaction and 15 to service quality along with

close ended questions to measure demographic variables.

Following Kostova & Roth (2002) the analysis of the psychometric properties of the instrument included analysis of its content and face validity, reliability and factor structure. The internal consistency method (using Cronbach coefficient alpha) was used to examine the reliability of the scale. For purpose of basic research, a Cronbach alpha of 0.70 or higher is sufficient (Nunnally, 1978). Cronbach alpha for the adopted scale met this limit. It was found that Cronbach alpha values for all three constructs was higher than .70 i.e. OC = .780, JS = .712, SQ = .877. Each construct is measured using multiple 5-point Likert scale.

Face validity and content validity of the instrument and its items was concluded by various researchers with experience in conducting survey research via the pre-tests. Confirmatory Factor analysis in AMOS 20 was used to assess convergent and discriminant validity of each construct in this study. The sample i.e. $n = 150$, was larger than critical number (HOELTER 122 at 0.01) therefore, indicating that a CFA could be conducted on the data set. To check if variables had a continuous measurement and were normally distributed Normal Theory Weighted Least Squares Chi-Square was found to be significant ($p < 0.05$), The CMIN/ Df was 2.348 and therefore it further supported that there was a good model fit. Other measures which were used to check validity of the construct were Goodness to Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index

(CFI), Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI) and Parsimonious Fit Index (PCFI). The output sheet highlighted GFI = 0.856, AGFI = 0.891, CFI = 0.882, RMSEA = 0.05, TLI = .895, PCFI = .697. Majority of these values were well within the cut off values for the model to be good to moderate fit (Yu, 2002). The results highlighted that items formed uni-dimensional scale. Goodness of fit statistics established significant factor loadings for the multiple-item measures. All indices for this model were within acceptable limits except PCFI. In order to reflect diverse criteria and provide the best overall picture of the model fit, it has been recommend that the model should pass at least three fit indices (Jaccard & K.W.C., 1996). In the present study the model passed six such fit indices, indicating that the model was an adequate fit.

There are several methods to control for potential bias associated with the survey method. One such method was the interviews through snow balling sampling. Due to the importance placed on inter-personal relationships and social capital in India and in other emerging markets (Hitt, Ho-Uk & Yucel, 2002), the use of social or business network connection, was expected to help mitigate this risk of lack of honesty in responses. Data collected was analyzed using discriminant analysis.

Findings & Discussion

To achieve the objectives of this study Multiple Discriminant Analysis was done in two stages. In Stage 1 discriminant

Table 1 Values of Various Measures for Concurrent Validity of the Instrument used. (Confirmatory Factor Analysis AMOS 20)

	Observed value	Acceptable level
Chi square and Df	194.882; df= 83, p=.000	
CMIN/DF	2.348	Value less than 5 represents a good fit
GFI	0.856	Value close to .95 reflects a good fit
AGFI	0.891	Value close to .95 is a good fit model. Values above .75 tolerable
CFI	0.882	Values close to .90 represent a good fit
TLI	0.895	Values close to .90 represent a good fit
PCFI	0.697	Value close to .95 is a good fit model. Values above .75 tolerable
RMSEA	.05	Values should be less than .05 for model to be a good fit or between .5 and .1 for a moderate fit.
HOELTER	81 (.05) and 89(.01)	

analysis was done to determine whether the predictor variables i.e. Job Satisfaction, Organizational Commitment, age, gender, type of job, salary and education of employees could be used to individually or in combination differentiate between levels of service quality of customers. The significant predictor variables were then used to conduct stage 2 discriminant analyses in which canonical outputs were generated to study the influence of predictor variables on level of service quality of customers. All reported outcomes were developed using SPSS 18.

First discriminant analysis was conducted to test hypothesis 1 i.e. the level of service quality of the customers is dependent on job satisfaction of CCE in hotel industry. To this hypothesis Wilks Lambada was calculated to be 0.872. This was equivalent to an F ratio of 10.762 with 2 and 147 degrees of freedom at p value = .000. The results indicated that the predictor variable used in the proposed model, did discriminate

among the level of service quality of customers and that three groups were distinct. To test sub hypothesis of H1 service quality was expanded to its 5 dimensions. Wilks Lambada results indicated that job satisfaction as a predictor variable did discriminate among various dimensions of service quality (Table 2). Therefore, the results of the study supported H1 and its sub hypothesis.

Job satisfaction as a predictor variable did discriminate among various dimensions of service quality.

Second, discriminant analysis was conducted to test hypothesis 2 i.e. the level of service quality offered to customers is dependent on Organization Commitment of customer contact employees (CCE) in hotel industry. To test this hypothesis Wilks Lambada was analyzed (Table 2). The results showed value at 0.998 at F ratio of 0.147 and p value = 0.864. At p value of 0.05 the results indi-

Table 2 Test of Equality of Group Means

Predictor Variables	Dependent Variable	Expanded/Dimensions of Dependent Variable	Dimens -ions of PV	Wilks Lambada	F*	Sig	Hypothesis
Job satisfaction	SERVPERF			.872	10.762	.000	H1
		RESPONSI- -VENESS		.943	4.4747	.013	H1a
		RELIABILIY		.900	8.163	.000	H1b
		ASSURANCE		.930	5.495	.005	H1c
		TANGIBILITY		.868	11.201	.000	H1d
		EMPATHY		.881	9.955	.000	H1e
Organization Commitment	SERVPERF			.998	.147	.864	H2
			AC	.985	1.095	.337	H2i
			CC	.991	.642	.528	H2ii
			NC	.950	3.894	.022	H2iii
		RESPONSI- -VENESS	AC	.988	.911	.404	H2ia
			CC	.960	3.100	.048	H2iia
			NC	.938	4.886	.009	H2iia
		RELIABILIY		.998	.136	.873	
			AC	.992	.629	.535	H2ib
			CC	.997	.244	.784	H2iib
			NC	.930	5.534	.005	H2iib
		ASSURANCE					
			AC	.999	.034	.967	H2ic
			CC	.979	1.571	.211	H2iic
			NC	.930	5.495	.005	H2iic
		TANGIBILITY					
			AC	.992	.557	.574	H2id
			CC	.999	.096	.909	H2iid
			NC	.941	4.616	.011	H2iid
		EMPATHY					
			AC	.993	.508	.603	H2ie
			CC	.999	.013	.987	H2iie
			NC	.945	4.306	.015	H2iie
		Type of Job	SERVPERF			.913	7.021
Age	SERVPERF			.984	1.184	.309	H3b
Gender	SERVPERF			.967	2.480	.087	H3c
Education	SERVPERF			.940	4.4693	.011	H3d
Salary	SERVPERF			.945	4.298	.015	H3e

* F statistic for Wilks Lambada

cated that predictor variable i.e. Organizational Commitment as used in the proposed model did not discriminate among the level of service quality of customers. However, to test the sub

hypothesis, both Organizational Commitment and level of service quality were expanded to their dimensions. The results indicated that as a predictor variable only Normative Commitment discriminated

Continuance and Affective Commitments were not significant predictor variables for levels of service quality.

among the three groups of levels of service quality. The results highlighted that Continuance and Affective Commitments were not significant predictor variables for levels of service quality yet for dimension of responsiveness continuance commitment was a predictor variable. Therefore, the results of this study supported H2iia, H2iib, H2iic, H2iid, H2iie and H2ia. The remaining hypotheses were rejected as the predictor variables did not discriminate across dimensions of levels of service quality.

Lastly, discriminant analysis was conducted to test hypothesis 3 i.e. the level of service quality offered to customer is dependent upon demographic variables of CCEs in the hotel industry. Wilks Lambda output of discriminant analysis highlighted that the type of job as a predictor variable discriminated among the level of service quality of customers with p value $< .05$ across SERVPERF and 2 of SERVPERF dimensions i.e. responsiveness and tangibility. Similarly, results highlighted that education as a predictor variable discriminated among the level of service quality of customers while age, gender and salary were non discriminating variables. Thus, the study supports hypothesis H3a, H3d and H3e.

Therefore the results of Stage 1 discriminant analysis indicated that the three

levels of service quality differed in respect of Job Satisfaction, Normative Commitment, type of job, education and salary of employees. However, for more conclusive and useful results need was felt to determine which of the predictor variable could be used individually or in combination to differentiate among the level of service quality of customers. To achieve this, another Stage 2 discriminant analysis was done. For this only the predictor variables which were significant in Stage 1 were taken and canonical outputs were generated.

Education as a predictor variable discriminated among the level of service quality of customers while age, gender and salary were non discriminating variables.

Standardized canonical coefficient for 2 canonical functions was generated. The results indicated that scored on canonical 1 were scores on an attribute that fundamentally comprised Job Satisfaction and Normative Commitment (coefficients of 0.724 and 0.226; Table 3). The second canonical function was defined by salary, type of job and level of education of customer contact employee.

The structure matrix (Table 4) showed that Job Satisfaction and Normative Commitment had larger coefficients with function 1 and 3 predictor demographic variables had larger coefficients with function 2. The group variability accounted for by the 1st function based on Eigen value of 0.350

Table 3 Standardized Canonical Discriminant Function Coefficient

	Canonical 1	Canonical 2
Type of job	.357	-.706
Education	.124	.642
Salary	.405	.489
Normative		
Commitment	.226	.210
Job Satisfaction	.724	-.087

was 62 percent. The 2nd function accounted for 36.8 percent between group variability

Therefore, though Job Satisfaction and Normative Commitment differentiated most among three levels of service quality of customers, yet, the type of job, education and salary also were significant predictor variables for describing levels of service quality. The value of Wilks

Table 4 Structure Matrix

	Canonical 1	Canonical 2
Job Satisfaction	.813	-.137
Normative		
commitment	.494	.017
Salary	.225	.548
Type of job	.480	-.537
Education	.305	.526

lambda was 0.710 using all of the variables in the 1st standard canonical structure. The value of canonical correlation were also found to be significant at 0.422

Table 5 Canonical Correlation Test of Significance

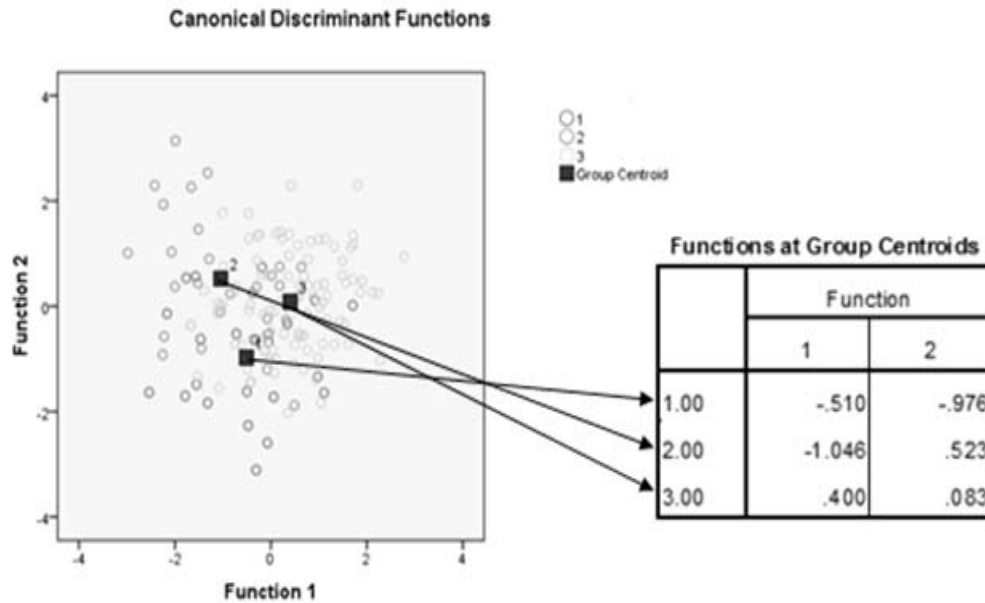
	Wilks Lambada	Canonical Correlation	Eigen Value	Chi Square	Df	P
1	.710	.422	.217	49.760	10	.000
2	.864	.369	.158	21.260	4	.000

and 0.369 at $p = .000$ (Table 5). The classification results showed that out of the 150 subjects the model was able to classify 71.3 percent correctly and 66.7 percent cases were cross validated. These results support the proposed model.

To conclusively understand the influence of predictor variables the canonical functions were interpreted with the functions at group centroids and scatter plot. Centroid 1 represented customers with lower than expected service performance, Centroid 2 represented customers with neutral perception and Centroid 3 represented customers with positive perception of level of service catered by CCEs. Centroid 1 loaded negatively on function 1 and function 2 i.e. CCE were low on job satisfaction, on normative commitment and also were part time employees with lower salary packages. Centroid 2 loaded negatively on function 1 and positively on function 2 and Centroid 3 loaded positively on both function 1 and function 2. These results highlight that Job Satisfaction, Normative Commitment, type of job (permanent), salary and education level help increase the level of service quality of customers.

These results were in accordance with previous researches which established that an increase in employee satisfaction increased their motivation to

Fig. 2 Group Centroids and Scatter Plot



An increase in employee satisfaction increased their motivation to strive for service excellence.

strive for service excellence (Chahal & Mehta, 2011; Gutek, et al., 2002). However, the result highlighting correlation between service quality and Normative Commitment were contradictory to past research which as only considered Affective Commitment (Caruana Albert & Peter, 1998; Chahal & Mehta, 2011). In a research conducted on call-centre employees Malhotra and Mukherjee (2004) indicated that Affective Job Commitment had most significant impact on service quality, even more than Job Satisfaction. Based on this literature many companies in the past have centered their human resource policies on Affective Commitment.

This strategy might have worked in other industries but results of the current study highlighted that in high relationship based industries normative part of Organizational Commitment was more important. Concentrating on these variables of human resource would lend service process a certain degree of difficulty to imitate. In a process based industry like Services rate of imitation of processes is very high (Claude R. Martin Jr & David A. Horne, 1993). Inimitability, if any, in this industry, can be achieved by lending causal ambiguity to the service process i.e. a competitors lack of understanding of why and how of the process. Organizational functioning variables, like Job Satisfaction and Organizational Commitment, are links that allow service companies to innovate and implement strategies faster and carry customer satis-

faction across the value chain of a firm (Zeithaml, 2000). This linkage lends the value chain speed and a certain degree of complexity thereby rendering it difficult to imitate. Therefore, a company would do well to focus on these variables while developing human resource strategies. This focus could help a company leverage human resource to a core asset (Chung-Ju & Lung-Chun, 2006) and therefore a competitive advantage.

In high relationship based industries normative part of Organizational Commitment was more important.

Conclusion

Results of the study indicated that level of service quality of customers is predicted by 2 variables i.e. Job Satisfaction and Normative Commitment of CCEs in hotel industry. Results also highlighted that several demographics of employees were statistically significant in differentiating among levels of service quality of customers (i.e. type of job (permanent or temporary); level of education and salary). Standardized canonical discriminant function coefficient further indicated that employees with high Job Satisfaction, higher on Normative Commitment and in permanent job with higher education were proportionately more likely to deliver higher level of service to customers in hotel industry. These results imply that in a relationship based industry the organizational output is influenced by organizational functioning variables and therefore, human resource manag-

In a relationship based industry the organizational output is influenced by organizational functioning variables and therefore, human resource managers should target Normative Commitment and Job Satisfaction strategies and recruit employees with good educational qualification.

ers should target Normative Commitment and Job Satisfaction strategies and recruit employees with good educational qualification. To target normative commitment, in customer contact employees, a service provider needs to target job characteristics such as task significance, autonomy, identity, skills variety and perceived organizational support or dependence, and the degree that employees are involved in the goal-setting and decision-making processes. Furthermore, results also indicated that the perception of service quality was associated with type of job a customer had and the education level of the customer. Concentration on these predictor variables would help companies increase competitiveness and delay imitation of services provided. The study contributes to existing pool of literature on Linkage research. Future areas of research concentrate on inter industry studies.

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