



The Formula for Employee Extra Efforts and Efficacy: Formal Training, Coaching, Reward and Commitment to Service Quality in the Hotel Industry

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ABSTRACT

The main purpose of the study is to examine approaches for enhancing frontline employees' CSQ is relatively scarce particularly, in the hotel industry context. This study investigates predictor formal training, Coaching, and reward on frontline employee's CSQ in the hotel industry. Total 230 questionnaires were administered to frontline employees and 295 usable questionnaires were received. Structural equation modeling used for data analysis- SmartPLS. Results of this showed that three predictors' formal training, coaching, and reward has a positive relationship with a CSQ in the hotel industry. It is clear that formal training has significant influence more than coaching and reward. At the same time, the study investigates outcomes of CSQ such as extra efforts and job efficacy. The results outcomes showed that frontline employee CSQ enhances job efficacy and extra efforts. Theoretical and practical implications are also discussed.



Introduction

Customer-contact employees play a vital role in the delivery of service and building the image of the organization in front of customers (Babakus, Yavas, Karatepe, & Avci, 2003). Frontline employees are directly involved in face-to-face interaction with customers. Service delivery of contact employees represents the image of the organization and is integral to the excellence of the firm. Most scholars, practitioners reach a decision that committed contact employees to share the firm's customer-oriented values and deliver the highest level of service quality (Singh 2000;

Hartline, Maxham, and McKee 2000;). Given the importance of the service process, most scholars have studied the predictor of frontline employee's commitment and efficiency (Lee, 2014; Karatepe & Kilic, 2007 and results of these studies revealed that their positive behaviors, attitude could significantly influence the delivery of service quality Peccei & Rosenthal, 1997; Lee et al., 2018; Lee, 2016). Contact service employees' behavior and attitude positively affect the quality of service delivery, these employees represent the organization in front of customers (Hartline and Ferrell 1996; Schneider, Wheeler, and Cox 1992). Besides that, some scholars revealed that organization loses their customers due to poor service delivery or indifferences Zeithaml, Berry, and Parasuraman 1996; Schultz 2002; Pahi 2021; Boulding et al. 1993), which indicated that organizations are not serious about promoting service quality. Relatively, little is known about organization service delivery for improving frontline employees and CSQ and its outcomes. CSQ has received consideration from different scholars but prior literature fails to provide evidence to account for reactions of the frontline employee to customer orientation initiative. Pahi et al., 2021; Peccei and Rosenthal 2000; Hill and Wilkinson 1995). While previous studies on a CSQ only focused on the managerial perspective at the organizational level. Previous studies indicated that employee attitude leads to positive work outcomes, consists of employee extra efforts, job efficacy (Ostroff, Shin and Kinicki 2005: Bettencourt 2004; Elmadağ et al 2008). This study tries to validate the effects of formal training, coaching and rewarding on a CSQ and consequential outcomes variables.

Literature

Commitment to service quality

Peccei and Rosenthal (1997, p. 69) define CSQ as a service employee's tendency to pursue ongoing improvements and put in extra effort at work to serve customers better.. Elmadağ et al., 2008; Peccei & Rosenthal, 1997; Clark et al., 2008) explained that CSQ is dedication and extra efforts to deliver high service quality to customers. It is the personal propensity of a frontline employee to actively engage in improving service quality continuously and the tendency to make further efforts on the service to enhance the customers'. CSQ initiatives counter employees to show a positive attitude towards customers and put extra effort to satisfy customers. According to (Peccei& Rosenthal, 1997) that CSQ is related to intrinsic motivation which helps an employee to offer high-quality services to customers.

Formal Training

As the world is moving towards human capital, knowledge economy to compare traditional services and production. Training helps to adopt a new approach to provide service to customers and bring job clarity to perform well. Formal training represents an effective method for cultivating the key abilities, skills, and knowledge essential to performing job tasks (Swanson and Holton 2001; Davis, Davis, and Van Wert 1998). Mostly formal training conducted by HRD related to requirement, selection, and compensation. Frontline employees may receive initial off-the-job training on how to serve and resolve problems and handle customers' complaints. Furthermore, adopt new technology, and services delivery methods to perform better. Training brings employees. According to Benson (2006) that formal training has a positive influence on frontline employees' commitment and motivate them to do extra beyond task given by the organization. Training enhances the commitment of employees (Cropanzano and Mitchell, 2005). Some scholars also found that formal training negatively influences commitment because provides experience, enhances the skills of the frontline employee who is less afraid to leave the organization (Verhees, 2012). Against this Bulut and Culha's (2010) found a positive impact of formal training on employee commitment. Formal Training reinforces positive culture and

communicates the organization's commitment to employees (Schneider and Bowen 1993) furthermore, committed to employees to provide a high CSQ. From the discussion above, we thus hypothesize the following: *there is a positive relationship between formal training and frontline CSQ.*

Coaching

Coaching is has been recognized as a solution for employees related to job performance (Agarwal et al., 2009; Ellinger et al., 2003). One-on-one guidelines and hand provide sustenance to make easy work and improve their skills, knowledge, and given task-related .This study adopts the notion of coaching as “the process of equipping people with the tools, knowledge, and opportunities they need to develop themselves and become more effective” (Peterson and Hicks, 1996, p. 14; Segers and Inceoglu, 2012; Wenzel, 2000; Orth, Wilkinson, and Benfari, 1987). Coaches provide important information about the firm's task requirement of employees, and help employees give resources and tools to do their better performance. Subordinates are helped by coaches through a demo on how to do better and offer meaningful feedback regular basis that is designed to get better performance from employees. Employee coaching has been a positive influence on frontline employee commitment and job satisfaction Chidir, et al., 2021). Previous studies provide scientific reports that indirect relationship between employee commitment and coaching. (Hsu et al., 2019; Park, 2007), where coaching reinforced employee work commitment (Maamari et al., 2021). In this scenario, coaching is described to increase employee commitment, positive influence on attitude, and increase the ability to do work in better manners. Efforts to implement coaching in an organization to enhance employee commitment. *Therefore, the first hypotheses of this research are stated as follows: Coaching is a positive influence on frontline employees' CSQ.*

Rewarding

Rewards help to motivate the employee behavior, accomplishments, and action that reached the organization's goals given by management. In early research, Bowen and Johnston (1999) discussed the importance of rewards and incentives which offers by an organization to motivate employees to do extra effort to accomplish a task. Another research brings out the influence of rewards foster employee commitment and job satisfaction. The study by Armstrong, Brown, and Reilly (2010) confirmed that rewards attract employees to become loyal and committed to the organization. Chelangat and Gachunga's (2016) also supported that rewards are considered tools for enhancing the commitment of employees. The effectiveness of the reward system may improve CSQ. George and Gronroos (1989) also supported that the reward system of an organization encourages employees to be more committed to service quality. *There is a positive relationship between reading and CSQ.*

CSQ and Extra efforts

Extra efforts of employee involvement would be lead to high performance and satisfy customers beyond organization expectations and customers demand. Commitment increase employees' willingness to make extra efforts beyond their responsibilities and given task (Devece et al., 2016). (Ellemers, De Gilder, & Haslam, 2004) also supported that employees are likely to dedicate more efforts to help a firm to achieve objectives. When employees are committed to work and organization they exert extra efforts and help others without any requirement of job Daily et al. (2009). Koy's (2001) also brought under discussion that employee extra efforts increase the operational performance and business outcomes. Previous studies brought discussion higher level of commitment can have a positive influence on extra efforts, better job performance, lower

turnover (Ahmed and Parasuraman 1994; Mathieu and Zajac 1990). Front line employees CSQ put more effort into satisfied customers and try to deliver high-quality services within a time frame. Pahi, et al., 2016). High CSQ brings extra efforts to deliver services to customers beyond the requirement of the organization Pahi et al., 2020. The above arguments lead that CSQ having a positive influence on extra efforts. *There is a positive relationship between CSQ and extra efforts.*

CSQ and Job efficacy

Job efficacy refers to domain-specific self-recognition concerning the ability to perform well in one's job (Eys & Carron, 2001; Priyadarshini, 2009; Jimmieson et al., 2010; Chen & Lin, 2014). Manifesting as a sense of competence in a work context, job efficacy is defined as one's confidence in their ability while performing their job (Sekaran, 1989). Job efficacy reflects employees' self-assessments of their capacity to execute the tasks needed for successful job performance (Jimmieson et al., 2010). In this paper, it denotes frontline employees' degree of confidence in mastering the job skills and abilities necessary for effective service delivery (Castaneda et al., 1999). Given its focus on the organizational job environment, job efficacy also forecasts key individual and organizational outcomes in organizational research.

It is a crucial factor to positively influence the relational contract in an employment exchange relationship within an organization (Chen & Lin, 2014). High job efficacy is a crucial predictor of the job performance and satisfaction of employees (Sekaran, 1989; Priyadarshini, 2009). As frontline employees with strong CSQ are ready to make further efforts to enhance customer satisfaction and continuously engage in improving service quality (Peccei & Rosenthal, 1997; Jackson, 2004; Clark et al., 2008; Elmadağ et al., 2008), they try hard to understand customer needs and improve their skills and competence to better perform service jobs (Peccei & Rosenthal, 1997). Strong CSQ drives frontline employees not only to enhance their understanding of how high-quality service can be provided but also to acquire the necessary skills and competence to provide the desired services (Peccei & Rosenthal, 1997). Thus, given that a strong commitment to high-quality services significantly promotes the accumulation of job-related knowledge and skills, frontline employees' CSQ will be positively related to their self-confidence in their ability at work.

H1: The frontline employees' CSQ is positively related to job efficacy.

Methodology

Measurement

The main variable in the study was a CSQ. CSQ was adopted from the work of (Hartline and Ferrell 1996; Elmadağ et al., 2008). CSQ questionnaire items are based on personal accomplishment delivering high service quality, emotional attachment to service quality improvement, concern about service quality, and willingness to make extra efforts. Formal training is adopted from the work of (Black, Noel, and Wang 1999). Formal training questionnaire based on training provided them before service delivery to customers. Coaching questionnaire adopted from (Ellinger, Ellinger, and Keller 2003). Questionnaire-based on feedback from supervisor and provide resources to deliver high service to customers. The reward questionnaire adopted Teseena and Soeters (2006).this questionnaire is based on items to identify that employees received rewards after service delivery and satisfied customers. The outcomes variables of CSQ were extra efforts and job efficacy of employees. The questionnaire of extra efforts was adopted from the work of Bettencourt and Brown (1997). Items of questions are based on what extra efforts took place during service delivery. Job efficacy questionnaire adopted from work of existing literature (Castaneda et al., 1999).

Data Collection and data analysis

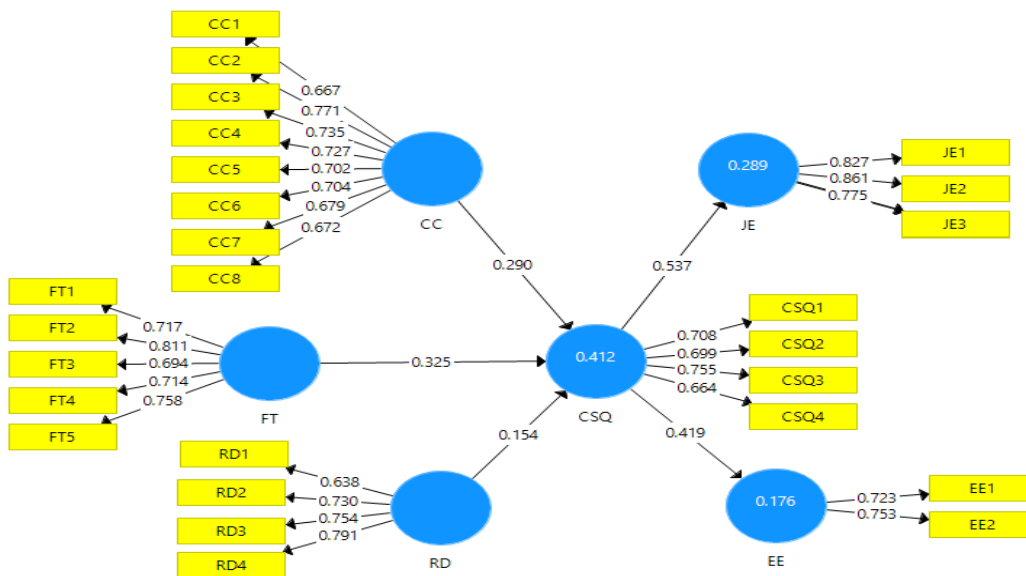
A questionnaire survey was conducted in the city of Karachi. The city of Karachi was selected because it has incubated the located-based tourism and hub of business with 235 hotels. The study focuses on the frontline employees in the hotels. Frontline employees play the most important factions as desks support, registration and basic queries, arrangement of for their stay (Bardi, 2011). Frontline employees represent the hotel's image and reputation in front of customers. The study surveyed 235 hotels in Karachi, Pakistan. The study only covers frontline employees for the survey including front-desk personnel, concierges, reservation personnel, and guest relation officers. Total 200 Questionnaires were distributed to frontline employees. Data analysis through smartPLS version 3.2. SmartPLS is based on two approaches, the measurement model and the structural model. The measurement model consists of outer loading, average variance, composite reliability, and r-square and structural model testing the causal relationships among the latent variables.

Demographic variables

Results of demographics variables that male frontline employees accounted for 40.67 percent while frontline employee's female employees 59.33 percent. Results indicated that female is dominated by male. The second level of education, the results indicate that frontline employees with a 4-year bachelor's degree accounted for 76.7 percent, those with a 2-year college degree 17.5 percent, those with a master's degree 2.5 percent, and those with a high school degree 3.3 percent. Most frontline employees have 4 years degree program. Third demographic employee tenure 1 to 5 years 75. Percentage 5 -10years 20. Percentage 10-15year 2.6 percentage and above 2.40 percentage. The result indicated that frontline employees are mostly first-degree holders as compared to other degrees. Finally, the age of the respondents, 20–25 accounted for 13.1 percent, 26– 30 for 50.8 percent, 31–35 for 25.7 percent, 36–40 for 8.7percent, 41–45 for 0.6 percent, and 46– 50 for 2.1 percent.

Assessment of measurement model

Measurement model Table 1



Measurement model Table 1

CONSTRUCTS	ITEMS	Loadings	CR	AVE
			0.889	0.501
	CC1	0.667		
	CC2	0.771		
	CC3	0.735		
	CC4	0.727		
	CC5	0.702		
	CC6	0.704		
	CC7	0.679		
	CC8	0.672		
			0.800	0.500
	CSQ1	0.708		
	CSQ2	0.699		
	CSQ3	0.755		
	CSQ4	0.664		
			0.706	0.545
	EE1	0.723		
	EE2	0.753		
			0.858	0.548
	FT1	0.717		
	FT2	0.811		
	FT3	0.694		
	FT4	0.714		
	FT5	0.758		
			0.835	0.568
	JE1	0.827		
	JE2	0.861		
	JE3	0.775		
			0.820	0.534
	RD1	0.638		
	RD2	0.730		
	RD3	0.754		
	RD4	0.791		

The study analyzed the measurement model, in the first stage of the study to assess outer loading, composite reliability, and average variance of each construct were critically analyzed. The results of the measurement model as contained in Table 1 and depict 1. The rule of thumb suggested by Hair et al., (2014) for Outer loading should be more 0.6, composite reliability should be more than 0.7 and average variance should be 0.5. Table 1 and depict 1 show that outer loading ranges from 0.638 to 0.861. Composite reliability ranges from 0.706 to 0.889. The average variance extracted ranged from 0.568 to 0.500. The results of Table 1 and depict 1 is shown that every construct meets the requirement of the measurement model.

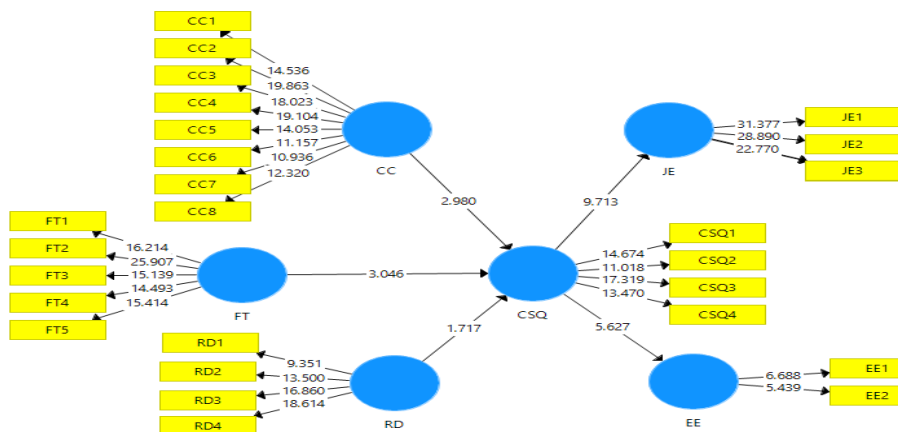
Discriminant Validity Table 3

	CC	CSQ	EE	FT	JE	RD
CC	0.708					
CSQ	0.519	0.707				

EE	0.289	0.419	0.738		
FT	0.516	0.575	0.414	0.740	
JE	0.547	0.537	0.390	0.603	0.754
RD	0.407	0.485	0.371	0.659	0.499
					0.731

Following Fornell and Larcker (1981), discriminant validity for each construct was assessed by confirming that the square root of the AVE exceeded the correlations among the latent variables. Table 3 discriminant validity shows that less square root of average variance extracted for each correlation for every construct. Results confirmed that the average variance extracted reached an acceptable level.

Structural model



Structural model Table: 3

	Beta	(STDEV)	T Statistics	P Values
CC -> CSQ	0.290	0.097	2.980	0.002
CSQ -> EE	0.419	0.075	5.627	0.000
CSQ -> JE	0.537	0.055	9.713	0.000
FT -> CSQ	0.325	0.107	3.046	0.001
RD -> CSQ	0.154	0.089	1.717	0.043

With the goal of enhancing our understanding of the predictors and outcomes of frontline employees’ CSQ, this study proposed an integrative framework suggesting the influence of CSQ on job efficacy and extra efforts. The result of structural model Table 3 and depict 2, HI Coaching has a positive impact on CSQ (beta=0.290 and t value 2.980= 0.002). H2 CSQ has positive impact on with extra efforts beta=0.419and t value 5.627= 0.000). CSQ has a positive impact on job efficacy (beta=0.537, t value 9.713= 0.000). Formal training has a positive influence on CSQ (beta=0.325- t value 3.046= 0.0001). Reward has positive influence on CSQ (beta=0.154- t value 1.717= 0.043). All constructs meet the above-given requirement.

Discussion

This study examines the effects of the reward-base on a frontline CSQ and contributes to the service marketing literature with an explanation of research on how to motivate to deliver better customers services to frontline employees. The findings of the study revealed that coaching is more effective for frontline employees to enhance CSQ. Coaches help to enhance commitment, provide tools and resources to accomplish given tasks in a better way (Goleman 2000). Coaching

has been positively related to frontline employees and motivates them to do extra beyond requirement (Hannah 2004, Ellinger, Ellinger, and Keller 2003). The results here show that coaching is a strong and positive influence on frontline employees' CSQ combined with higher and low group level employees. Coaching encourages the frontline employees to get constructive feedback according to an expectation of work from the supervisor which helps them to deliver the best services to customers.

Prior studies indicated that service provider organizations used a traditional approach like off-the-job training and informal training which does not influence employee commitment. These study findings revealed that formal training has a significant positive association with a frontline CSQ in the hotel industry. The closest work to ours is Ashar et al. (2013) who conducted the study in Pakistan and revealed that the positive impact of formal training on commitment and job satisfaction of employees and training gives to create a perception of care and shows how frontline employee are valuable for the organization. Kulkarni (2013) defined that formal training is most important for firms. And researchers like Humphrey et al. (2013) showed a strong point of view that current and fast-shifting technology methods and innovation require firms to provide continuous training for their employees to perform better. HRM development theory had also explained that employee development generates advantages beneficial job-related outcomes. Schneider and Bowen (1993) provided evidence that formal training helps deliver quality services to customers.

Rewards motivate the behaviors, current action, task accomplishment set by management. In early research activities Bowen and Johnston (1999) and (Schneider and Bowen 1993), indicated the importance of the rewards and performance incentives and how positive influence on employee service behavior to perform beyond the requirement. Our findings also support previous literature that reward has a significant positive influence on a frontline CSQ in the hotel industry. The closest work to ours is George and Gronroos (1989) who conducted a study on rewards and commitment, indicated that rewarding frontline service employees to support and encourage them to be more committed to service quality.

CSQ has been recognized as a significant determinate of affective Schwepker and Hartline 2005, Badovick, Hadaway, and Kaminski 1993, and Babakus et al. 2003, job-related outcomes. In Prior researches, it had been pointed out that a higher level of commitment of service quality has a positive on lower turnover, great job satisfaction, better job performance, and extra efforts beyond the requirement and job efficacy Mathieu and Zajac 1990; Ahmed and Parasuraman 1994. However, practical and theoretical justification for improving frontline employees' CSQ is scarce in literature. The study focus on effective outcomes of CSQ, including extra efforts and job efficacy. These variables have been utilized as outcomes of CSQ. The results here show that CSQ has a significant relationship with job efficacy. Committed employees take initiative to show an affirmative attitude towards customers, take personal efforts to fill gaps between the current state of service and the desired one. High CSQ of frontline employees to make further efforts to engage continually to improve service (Elmadağ et al., 2008; Peccei & Rosenthal, 1997; Jackson, 2004). Committed employees always try to understand customer requirements and try to improve personal skills to perform better service jobs (Peccei & Rosenthal, 1997). Lastly, CSQ has a significant positive relationship with extra efforts. Our work is similar to Pahi 2021, More committed employees always show a higher willingness to do extra efforts to deliver high services quality for customers satisfaction and organization growth.

Theoretical contribution

This study investigates the relationships between coaching, reward, formal training, and outcomes of CSQ has been discussed first time in the existing literature. Adding in existing knowledge in the literature that CSQ has a positive influence on extra efforts and job efficacy in the hotel industry. This research provides evidence that frontline committed employees do extra efforts and satisfy customers. Existing literature enriched with a result of predictors has a positive influence on CSQ in the hotel industry.

Practical Contribution

It is suggested that the frontline employees develop CSQ under a strong learning culture that encourages mutual knowledge sharing. Results of the study suggest that management plays an important role to enhance employee CSQ to offer rewards, coaching, and formal training. Our study has explained that formal training is a particularly better predictor than reward and coaching in the hotel industry. This is seemingly due to less focus on formal training in the hotel industry to handle customers' complaints and provide better service. The training program will introduce to promote commitment service quality in the hotel industry. The findings confirmed that coaching is the second most important predictor for CSQ in this study. The manager or supervisor needs to revise the coaching method to identify and develop potential employees. Management should communicate intensively and increase the awareness of employees about the role of coaching in supporting career development.

Limitation

This study only focuses on the single hotel industry in one city Karachi. The results of this study may limit the generalizability perspective, a similar study could be another services categories' setting to seek different results and generalize. This study is based on single occupation respondents. This little research is only based on coaching, formal training, and rewards related to human resources and CSQ. Future research may be cover other human aspects such as turnover intention, OCB, job enrichment, and job rotation are excluded from this research. Finally, the results of the study are consistent with the cross-sectional survey design. Longitudinal research may be conducted in future studies.

Conclusion

The results of the study confirmed that formal training, coaching, and reward has a positive relationship with frontline employees' CSQ in the hotel industry. These three factors are most important to enhance frontline employees' CSQ. The results revealed that out of three factors training is one of the vital building blocks for enhancing frontline CSQ in the hotel industry. The next path of results is outcomes of CSQ. The results confirmed that CSQ is a positive relationship with extra efforts and Job efficacy.

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