

工作满意度对顾客服务质量的影响——以咖啡店和面包店一线员工为例

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摘要: (服务质量已成为当今餐饮业管理者的重要课题。一线员工在为客户提供优质服务方面发挥着重要作用。谈到服务的改进, 员工的满意度可能是促成业务的关键因素之一。研究工作满意度与服务质量之间的关系, 有助于回答企业主或管理者服务提升的关键问题。本研究旨在了解餐饮业工作满意度与服务品质之关系。本研究亦尝试探讨工作满意度对顾客期望与知觉的影响, 以及员工与顾客对餐厅的高满意度。研究结果显示, 员工工作满意度与服务品质有显著正向关系。

关键词: (工作满意度、服务质量、顾客满意度、人力资源管理)

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Job Satisfaction's effect on Customer Service Quality: A Case Study of Brown Coffee and Bakery's Frontline Employees

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Abstract : Service quality has become an essential topic for today's leading managers in food and beverage industry. Frontline employees play an important role in delivering qualified services to customers. When it comes to service improvement, employees' satisfaction could be one of the vital factors contributing to business success. The research of the relationship between job satisfaction and service quality could help answering business owner or manager to work on crucial problem. The purpose of the research was to learn more about the relationship of job satisfaction and service quality in food and beverage industry. The research also attempted to study on how job satisfaction effected service quality through the customer's expectation, perception, and satisfaction of the restaurant's employees and customers. The results of the study indicated that job satisfaction of the employees has a positive relationship with service quality.

Keywords: job satisfaction, service quality, customer satisfaction, human resource management

0 Introduction

Human resource is significantly important in the organization or company. They are the person who works for the organization as they can bring their perception, skills, knowledge, abilities to the workplace. The most important assets of any organization are human resources and the need to manage. People are physical resources that the organization need, otherwise the organization is nothing. Human resource is the main role to assist the organization to achieve their goals.

Job satisfaction becomes a topic that received a lot of considerable attention by researchers and practitioners similarly ^{[1], [2], [3], [4], [5]}. An employee is one of the most important players in every organization, especially in the foodservice industry. These organizations are paying more attention to customer-oriented behavior for the satisfaction of their customer.

While, human resource is a long-lasting source of competitive. If the organization makes the better use of its important source by providing a good offering reward, compensation to their hard working, give them more challenging quest as well as

developing their skills in technical, management, and challenging competition with the equality of opportunities for all employees.

In the service industry, unquestionably, wants to provide a good service to their customers. But in order to achieve the external service quality, the organization must offer the satisfaction to the internal services first. To ensure to achieve the organization goals, they need to develop the skills and capacities of their employees and also to guarantee the individuals gain much satisfaction from their jobs ^[6]. As there is significantly positive relationship between internal service quality and employee satisfaction ^[7].

Therefore, the goals of this study are to identified the job satisfaction of frontline employee and customer's service quality. To learn more about the relationship between employees and customers, whether the satisfactory of the employee effect the decision of the customer preferences or satisfaction of the restaurant, and the level of satisfaction for both employee and customer towards the restaurant.

1 Statement of Problem

The main purpose of this thesis is to investigate and will be answered in the last chapter:

1. What is the relationship between frontline employee's job satisfaction and customer service quality?
2. How does the frontline employee's job satisfaction affect customer service quality in Brown Coffee and Bakery?
3. What level of job satisfaction and service quality of the company?

1

2 Methodology

2.1 Research and design

To find out the satisfaction of the frontline employee and customer's service quality. Quantitative research method was used to analyze and finalize the outcome. Job satisfaction questionnaires was adopted from Paul E. Spector (1985) for frontline employees. And service quality was adopted from Ariyo O. O (2019) for customer's expectation and perception.

Job satisfaction has nine dimensions, each dimension has four statement which consists of positive and negative statement. Negative statement needs to reversed before analyze. The items score on six-point Likert Scale (1 "disagree very much", 2 "disagree moderately", 3 "disagree slightly", 4 "agree slightly", 5 "agree moderately", 6 "agree very much").

Service quality has two perspectives which is expectation and perception. Each perspective consists of five dimensions. On each dimension has four statements, the five-rating scale of Likert Scale ranging from 1 "strongly disagree", 2 "disagree", 3 "undecided", 4 "agree", 5 "strongly agree".

2.2 Participants

¹ This research was partly supported by the Hunan Science Fund (2018JJ2070)

180 participants were randomly selected for the sample. 90 were frontline employees (service provider) for job satisfaction, 45.6% of the employees were female and 54.4% were male, aged range between 17 to 30 years (mean age = 22.96). And 90 customers for service quality which 51.1% were female and 48.9% were male, aged range between 17 to 37 years (mean age = 28.06). The customer participants were student (17.8%), private sector (51.1%), public sector (23.3%), and other (businessperson = 7.8%).

2.3 Data Collection and Procedure

The collection of data was done at the restaurants which provided the questionnaires paper to both frontline employees and customers at the same time. As it needs to reach directly to both employee and customer, headed survey is the best option in this research. The job satisfaction and service quality questionnaires are rating questions which were relating to the topic. After all the data is collected. The raw data result is decoded the information and put in analysis programs using as excel, r studio, and pspp to analyze the data.

3 Results and Discussion

3.1 Basic Analysis

Table 1 is a report of demographic characteristic that consists of a range of age groups, gender and occupation of employees and customers were represented 180 respondents. 60% of the employee samples aged between 17 to 22, 36.7% aged between 23 to 28, and 3.3% aged between 29 to 34. The gender split of employees is 54.4% male and 45.6% female. Other 90 respondents were customer who went to the restaurants. Among which, 11.1% of the sample aged between 17 to 22, 42.2% aged between 23 to 28, 32.2% aged between 29 to 34, and 14.4% aged from 35 up. The gender split of customer respondents is 51.1% female and 48.9% male. Occupation of the customers with 51.1% were employed in private sectors.

Table 1: Demographic Characteristic of Employees and Customers

		Employee n = 90		Customer n = 90	
		Frequency	%	Frequency	%
Sex	Male	49	54.4%	44	48.9%
	Female	41	45.6%	46	51.1%
Age	17-22	54	60.0%	10	11.1%
	23-28	33	36.7%	38	42.2%
	29-34	3	3.3%	29	32.2%
	35-over			13	14.4%
Occupation	Frontline employee	90	100%		
	Student			16	17.8%
	Private Sector			46	51.1%

Public Sector	21	23.3%
Other (Businessperson)	7	7.8%

Note: Respondents' age is divided into five bins

Table 2 is the reports of the reliability checks for both job satisfaction and service quality. Cronbach's alpha values for all dimensions are above 0.70 exceeding the recommended rate by Lance E. (2006). The Cronbach's alpha for job satisfaction on the dimension of pay scale was 0.82, promotion was 0.76, supervision was 0.83, benefit was 0.81, rewards was 0.80, operating procedure was 0.87, coworker was 0.84, works was 0.87, and communication was 0.84. The total reliability score for job satisfaction was 0.82. The Cronbach's alpha for SERVQUAL dimensions for tangibility was 0.78, reliability was 0.88, responsiveness was 0.78, assurance was 0.78, and empathy was 0.78. The total reliability score for SERVQUAL was 0.76

Table 2: Reliability Checks for Job Satisfaction and SERVQUAL dimensions

No.	Dimensions	Case			Reliability Statistic	
		No. of Res.	Mean	Std. Deviation	Cronbach's Alpha	No. of items
1	Pay	90	4.6	0.71	0.82	5
2	Promotion	90	4.6	0.59	0.76	5
3	Supervision	90	5.2	0.69	0.83	5
4	Benefits	90	4.9	0.67	0.81	5
5	Rewards	90	4.5	0.51	0.80	5
6	Operating procedure	90	4.6	0.50	0.87	5
7	Coworker	90	5.3	0.66	0.84	5
8	Works	90	4.8	0.59	0.87	5
9	Communication	90	5.3	0.66	0.84	5
10	Tangibility	90	4.3	0.49	0.78	4
11	Reliability	90	4.47	0.50	0.88	4
12	Responsiveness	90	4.43	0.53	0.78	4
13	Assurance	90	4.49	0.51	0.78	4
14	Empathy	90	4.37	0.47	0.78	4

Note: Dimension 1 to 9 is under job satisfaction variable, 10 to 14 is for SERVQUAL variable.

Table 3 is the regression analysis of job satisfaction (independent variable), and service quality (dependent variable). It shows that age, gender, and occupation of the

customer does not have a significance level as the value is higher than 0.05. which mean those variable does not affect the decision of the customer. The dimension of service quality has two perspective (expectation and perception). Each perspective has five dimensions (tangibility, reliability, responsiveness, assurance, and empathy). The table will display each perspective with each dimension, and confirmation that all perspective's dimensions are statistically significance at $p < 0.05$.

Table 3: Regression analysis

Variable	R	R ²	Adjusted R ²	Sig.
Age	.40	.16	.07	.105
Gender	.28	.08	-.02	.636
Occupation	.38	.14	.05	.175
Tangibility/Expectation	.44	.19	.10	.040
Tangibility/Perception	.53	.28	.20	.001
Reliability/Expectation	.48	.23	.14	.010
Reliability/Perception	.58	.34	.26	.000
Responsiveness/Expectation	.69	.47	.41	.000
Responsiveness/Perception	.51	.26	.17	.003
Assurance/Expectation	.75	.57	.52	.000
Assurance/Perception	.66	.43	.37	.000
Empathy/Expectation	.52	.27	.19	.002
Empathy/Perception	.68	.46	.40	.000

Note: Significant at .05 level

With the figure 1 show below, the result show that job satisfaction is a mediator to service quality using Structural Equation Modeling in R to do the equation and measurement. Job satisfaction can influence the decision of customer between their expectation and perception during the process. There is a positive correlation between the two variables.

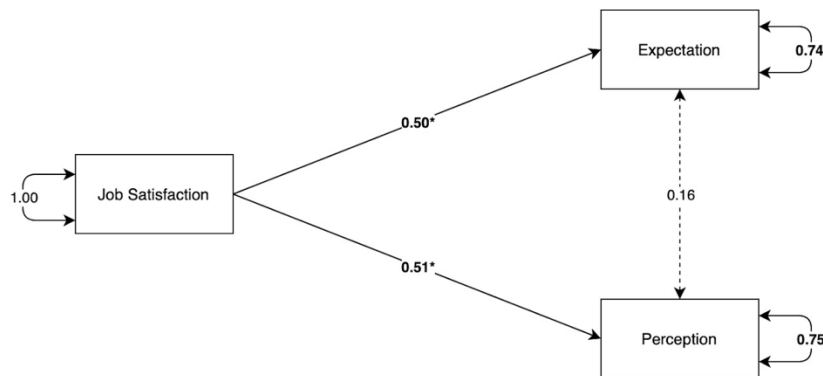


Figure 1: Job satisfaction is a mediator to service quality

According to figure 1, job satisfaction is mediator of service quality in between the process of customer decision. It can influence 50% to the customer expectation and 51 % to customer perception. It is statistically significant at $p < 0.05$. On the other hand, job

satisfaction is mediating between the expectation and perception, it made the interception between itself insignificant with only 16% $p > 0.05$. The model of job satisfaction and service quality's expectation was $r^2 = 0.259$, $\beta = 0.243$, 95% of $CI = [0.172, 0.315]$, $p = 0.00 < 0.05$. And the model of job satisfaction and service quality was $r^2 = 0.247$, $\beta = 0.205$, 95% of $CI = [0.143, 0.276]$, $p = 0.00 < 0.05$.

An employee is one of the most important players in every organization, especially in the foodservice industry. Every business understands the ideals of workers because they contribute to their development and achievement [9], [10]. These organizations are paying more attention to customer-oriented behavior for the satisfaction of their customer. Organizations must understand the value of maintaining their workers internationally in line with rapid and constant change and also ensure that information capital is efficient and receptive to the needs of their stakeholders [10], [11]. There are diverge of duties, promoted capability, environmental influences, high payment can increase job satisfaction [12]. Figure 2 represents the result of responds from frontline employee in Brown Café. It shows that employee confirmation most in agree moderately with the total average of 60%, which indicate that the restaurant has a high level of employee satisfaction.

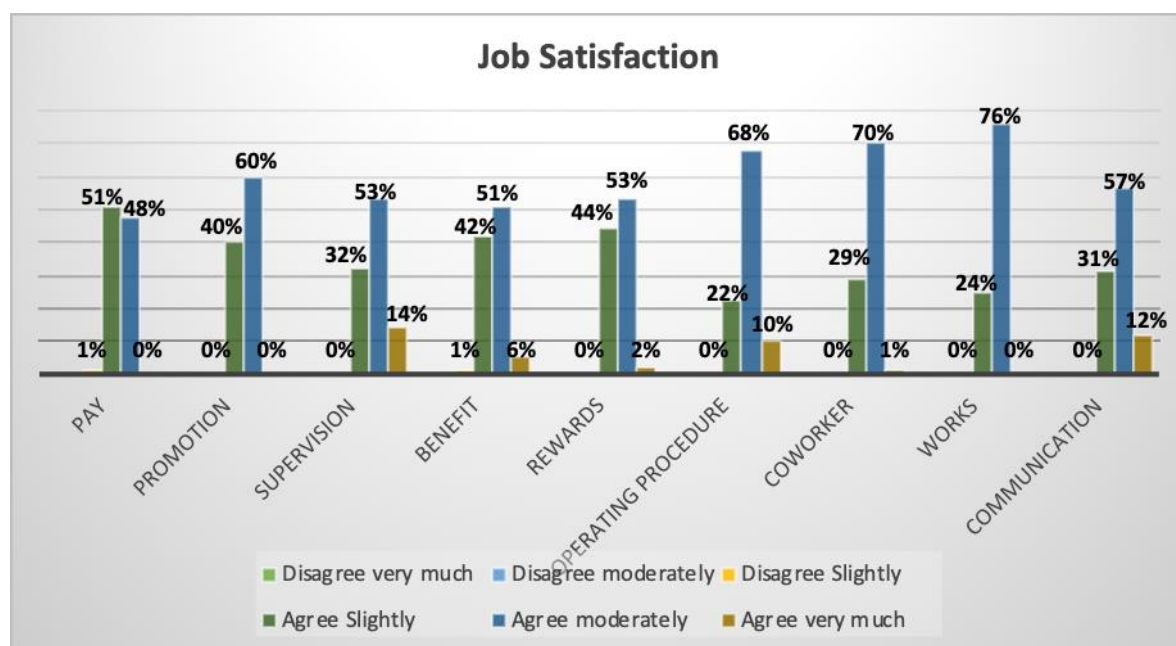


Figure 2: Frontline Employee's responds on Job Satisfaction Dimensions

According to the result of job satisfaction, the first dimension is pay dimension, 46 respondents (51%) agree slightly with that, another 43 respondents (48%), however, there was 1 person (1%) disagree with the it. For second dimension is promotion, 54 respondents (60%) agree moderately with that, 36 respondents (40%) agree slightly with it. For third dimension is supervision, 48 people (53%) agree moderately with it, 29 people (32%) agree slightly with it, and 13 people (14%) agree very much. The fourth dimension is benefit, 46 people (51%) agree moderately, 38 people (42%) agree slightly, and 5 people (6%) agree very much with it. However, there was 1 person (1%) disagree slightly with it. The fifth dimension is rewards, 48 people (53%) agree moderately with it,

40 people (44%) agree slightly, and 2 people (2%) agree very much. For sixth dimension is operating procedure, 61 respondents (68%) agree moderately with it, 20 respondents (22%) agree slightly, and 9 respondents (10%) agree very much. For seventh dimension is coworker, 63 people (70%) agree moderately, 26 people (29%) agree slightly, and 1 person (1%) agree very much with it. On eighth dimension is work, 68 people (76%) agree moderately, and 22 people (24%) agree slightly with it. On last dimension is communication, 51 people (57%) agree moderately, 22 people (31%) agree slightly, and 11 people (12%) agree very much with it.

Raw score is collected by using five-point Likert scale for expectation and perception. The score different between expectation and perception is called gap score. The result in table 4, it suggests that the gap in empathy is first largest gap with -0.11. The customer thinks the restaurant still can improve, he/she could not decide whether the employee should give them as an individual or a personal attention. But he/she is surely agreed to let employee try their best interest to serve better. And the employee should be well-trained on how to interact with the customers. The second gap score is tangibility with -0.09. The expectation of the customer is higher than perception. There is a gap between customer expectation and perception, the restaurant still needs to improve on their equipment and facilities, the stuff that their can see and touch. Lastly, responsiveness dimension has a positive gap score, which mean the customer meet their expectation of how responsive is the frontline employee. It is normal to have a gap so that there is more room to let the restaurant improve their potential for their customers.

For gap score on each of the statement was calculated: Gap Score = Perception – Expectation. The negative scores indicate that the expectation is higher than the perceptions which suggest for improvement. The positive scores indicate that the perception is higher than the expectation which means it meets the person perception.

Table 4: Average SERVQUAL Scores in Brown Café

Dimensions items	Expectation Score (E)	Perception Score (P)	Gap Score (P - E)	Important Weight (%)	Weighted Score
Tangibility	4.33	4.24	-0.09	22.00	-1.96
Reliability	4.32	4.29	-0.02	19.39	-0.48
Responsiveness	4.28	4.28	0.01	22.07	0.18
Assurance	4.35	4.28	-0.08	18.44	-1.38
Empathy	4.33	4.22	-0.11	17.99	-2.05
Total Average	4.32	4.26	-0.06	19.20	-1.14

Note: The scale for response of service quality from “Strongly Disagree = 1, Disagree = 2, Undecided = 3, Agree = 4, Strongly Agree = 5”.

As seen in the report result in table 4 with the five-point Likert scale rating, the score is more than 4 which indicate good score from the customer. But there is some gap that the customer thinks the restaurant can achieve better than what they have. The gap score is the score when their expectation is higher than their perception. The important weight that the care most in this restaurant is the responsiveness was 22.07%, tangibility was 22%, followed by reliability was 19.39%, then assurance was 18.44%, and finally,

empathy was 17.99% which was add up to 100%. The higher the important weight, the important it is.

Table 5: Summary of Hypotheses Testing

No.	Hypothesis	Results
1	There is a relationship between job satisfaction and service quality in the restaurant.	Supported
2	There is an effect from job satisfaction to service quality.	Supported
3	The company has a high level of job satisfaction and service quality.	Supported

Note: all the hypotheses testing is statistically significant at p-value 0.05

4 Conclusion

In this study, we were trying to discovery out the relationship of job satisfaction and service quality in Brown Café. With the survey questionnaires, we can learn that job satisfaction and service quality indeed have a relationship. The frontline service employee's job satisfaction is really affecting the way they serve the employee, which make them served the customer in pleasant behavior and delighted. While the frontline service employee is satisfied so do the customer. Even if the customer's perception is still low, but the customer definitely wants to see more improvement in the restaurant. To sum up, job satisfaction has a positive significance relationship with service quality in Brown Café, which more critical is job satisfaction can influence the decision of the expectation and perception in service quality variable. It is suggested that the higher the frontline employee's job satisfaction is, the higher the satisfaction of the customer's service quality.