

The Role of Service Culture in Hospitality Industry

Feriha Dikmen

Public Relation Department
Girne American University
Karaođlanođlu, Kyrenia

Hüseyin Bozdađlar

Tourism and Hospitality Management
Girne American University
Karaođlanođlu, Kyrenia

Chapter 1

Introduction

Today the hospitality industry represents an important sector of the global economy. It also plays a significant role in the economies of the north Cyprus. Country offer many opportunities for those who want to start a business in the hospitality industry and tourism. There are many beautiful and attractive places in the mountains, as well as in the towns and cities that attract not only north Cyprus and south Cyprus but also many tourists from various foreign countries. Nowadays, find a great number of competing accommodation facilities throughout these countries that want to attract as many customers as possible. However, all their operations tend to become very similar to each other. The crucial difference becomes service—usually in the form of personal service. Service organizations worldwide are also shifting their focus to service quality as a priority in the current competitive environment (Zeithaml, Berry and Parasuraman, 1996) The service industries make significant contributions to economic and social development worldwide (Daniel and Harrington, 2007). Understanding the importance of service culture is therefore vitally important. Good service leads to the customer’s satisfaction and loyalty which should be the first priority for the operators of any accommodation facility. High service quality allows service providers to differentiate themselves from their competitors and thus gain sustainable competitive advantages in the global market place (Gounaris, Stathakopoulos and Athanassopoulos, 2003). Those who understand the consequence of customer satisfaction can be successful and profitable. This study deals mainly with service culture as one of the most important elements in the hospitality industry and with customer satisfaction as a prerequisite to profitable operations. This study will analysis the available service culture and how we can increase it. There is brief information about what service is characteristics of service like: intangibility, perishability, inseparability and variability. Also information about culture, customer and how we can develop the service culture. The important of front-line, managers, external and internal appearances, location, food and technology on creating the service culture. Most advanced economies are dominated by services, which account for more than 70 per cent of their gross domestic product (Ostrom et al., 2010).

Chapter 2

Literature Review

2. The Role of Service in the Hospitality Industry

The hospitality industry is a significant player in the part of the economy called the service sector. This sector makes up the greater part of the economy and creates most new jobs. Therefore, service is now amatory catchword for almost all businesses and organizations. Service is defined in Webster’s New World Dictionary as “the act or means of serving”. To serve is to “provide goods and services for” and “be of assistance to”. In other words, service is an action or set of actions taken by one person for the benefit of another person that meets a need, solves a problem, or produces a positive experience.

Service is an intangible experience of performance that customer receives along with the tangible side of the purchased product. Nowadays it is expected in all business situations. This is especially true in the hospitality industry. Now, what is good service? The answer to this question is not an easy one. Most people only notice service when they do not receive it. However, good service is the service that satisfies or exceeds customer's needs or expectations. The customer's expectations and perceptions of service are essential to his satisfaction. When customer's expectations are fully met or exceeded, they perceive value in the service received. The customer's perception of the service experience is what matters most as they form an impression about the company. Therefore, a hospitality manager must know what satisfaction really means to his customers. Once the true meaning of customer satisfaction is understood by a hospitality manager, it can be transformed into performance and specific service levels.

2.1 Characteristics of Service

The very nature of service is that it is an experience and nothing. It is intangible. It is perishable and cannot be inventoried; that is, it can only be produced when the customer needs it. In economic terms, production and consumption are simultaneous. The customer becomes a part of the company as the service is being produced. The demand for service is cyclical; busy and slow periods of business are dedicated by the customer's needs and not the company's needs. Because each customer has somewhat different expectations, it is difficult to standardize service without depersonalizing it. It becomes difficult to measure quality when different customers require different types of service. These are the characteristics of service.

2.1.1 Intangibility

Intangible things are not physical objects and only exist in connection to other things. Examples include a brand's image, or goodwill. Harker (1995). Unlike physical products, services cannot be seen, felt, tasted, heard, or smelled before they are purchased. Thus in the hospitality industry, many of the products sold are intangible experiences. For example, before boarding the plane, travelers have nothing but a plane ticket and the promise of safe transfer to their destination. Or, if they have booked a hotel and they have never been there, they do not know what to expect until they have experienced the food and service. However intangibility may have failings as a differentiator between service and product. What is music, a book or a film? A product or a service? Hill (1999). Reduce uncertainty caused by service intangibility, people look for tangible evidence that could provide information and confidence about the service. Promotional materials, employees' appearance, and the company's physical environment are good examples of the evidence and their quality that can say a lot about the quality of intangible services. Therefore, a service company should review every piece of tangible evidence to make sure that each delivers the desired image to target customers.

2.1.2 Perish ability

Using technical criteria to define services, Smith (1776) states a service will 'perish in the very instant of its performance, and seldom leave any trace or value behind them for which an equal quantity of services could afterwards be procured'. Here Smith shows one of the important features of services, which is perishability. It may be said that services are not a stock of fixed assets and it is not possible to store services in inventories (Hill 1999; Gadrey 2000). Services cannot be stored. A 100 room hotel that only occupies 60 rooms on a particular night cannot inventory the 40 unsold rooms and then sell 140 rooms the next night. Revenue lost from not selling those 40 rooms is gone forever. This puts pressure on hospitality businesses to operate at as high level of capacity as possible, offering special rates to quantity purchasers or "last minute" prices. The characteristic of perish ability emphasizes then the importance of capacity and demand management for the success of a hospitality company.

2.1.3 Inseparability

Inseparability is used in marketing to describe a key quality of services as distinct from goods. Inseparability is the characteristic that a service has which renders it impossible to divorce the supply or production of the service from its consumption (Michael J. Thomas 1995). Service inseparability means that services are produced and consumed at the same time. It also means that both the service provider and the customer must be present for the transaction to happen. Customer contact employees are, therefore, part of the product. The food in a restaurant may be outstanding, but if the service person has a poor attitude or provides careless service customers will consider the overall restaurant experience as dissatisfying. However, customers play also important role in service transaction.

A couple may have chosen a hotel because it is situated in a quiet and romantic location, but if a group of loud guests live in the next room the couple will be disappointed. So managers must not only manage their employees but also their customers, so that they do not create dissatisfaction for other customers. Because the sale, production, and consumption of services take place simultaneously with the customers playing a role in the production of the service itself, there is considerable room for something to go differing cultural backgrounds, and perceived slights. Because of the involvement of the customers in the process, the hospitality employees must constantly evaluate the impact of what is taking place on the customers and change their approach accordingly. If the employees are not capable of performing this function for some reason, it is likely that the customer will have a less than satisfactory experience.

2.1.4 Variability

Most focus of extant literature in variability in service systems has been on customer-introduced variability (Frei 2006). Recent thinking is that managing such variability is the biggest challenge of service systems (Sampson and Froehle 2006). Services are extremely variable. Their quality depends on who provides them, when and where they are provided, and for whom they are provided. There are several causes of service variability. Services are produced and consumed simultaneously which causes quality control limitations. The high degree of contact between the service provider and the customer means that product consistency depends on the service provider's skills and performance at the time of the exchange. A customer can receive excellent service one day and poor service from the same employee the next day. In the case of poor service employee may not have felt well or perhaps experienced a personal problem. Lack of communication and heterogeneity of customer expectations is another source of variability. Customers usually return to a hotel because they enjoyed their last experience. When the product they receive is different and does not meet their expectations on the next visit, they often do not return. Variability or lack of consistency in the service is, therefore, a major cause of customer disappointment in the hospitality industry.

2.2. Service Culture in the Hospitality Management

2.2.1 Culture

Culture is a complex concept, and no single definition of it has achieved consensus in the literature. So, out of the many possible definitions examined, the following definition guides this study: culture is a set of shared and enduring meaning, values, and beliefs that characterize national, ethnic, or other groups and orient their behavior (Mulholland 1991).

A culture that supports customer service through policies, procedures, reward systems and actions. Service culture can be implemented:

- Through employee communication
- Through company policies
- Through personal actions
- Empowers employees to solve customer problems.
- Has to start with top management and flow down.
- Organization's culture must support and reward customer needs attention.

The behaviors and beliefs characteristic of a workplace are its culture. The culture and structure of an organization affect one another. A structure appropriate to the organization helps to develop a healthy culture.

2.2.2 Customers

A customer (sometimes known as a client, buyer, or purchaser) is the recipient of a good, **service**, **product** or an **idea** - obtained from a seller, vendor, or supplier via a financial transaction or exchange for money or some other valuable consideration (Reizenstein, Richard C. Kendall, Stephanie.D.2004). Customer is a person who makes use of the paid products; this is typically through purchasing or renting goods or services. He usually faces a wide range of goods and services that might satisfy his needs and makes choices based on his perceptions of delivered value. Customer value is the difference between the benefits the customer gains from a good or service and the cost of achieving it. When the customer is satisfied with received good or service, he will purchase it again. Therefore, the customer satisfaction ultimately measures a company's success since the customer is the one willing to pay for its goods and services. For the hospitality industry, it means that if customers are satisfied with their experience at particular hotel or restaurant they will visit it again. Simply said, customer satisfaction is the deserved outcome of hospitality industry.

2.2.3 Developing a Service Culture

The concept of service culture first appeared in Grönroos' (1990) work 20 years ago. As a specialized culture within the broader concept of organizational culture, service culture is defined as "a culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate, external customers is considered by everyone a natural way of life and one of the most important values" (Grönroos, 2007, p.418).

Company culture can be defined as a system of shared values held by the members. Differing values distinguish the company from other companies. It is an overall style, feel of a company or set of key characteristics on which the company places value. In its simplest form, it is the way things are carried out in the company based on its values, behaviors, management styles, and written and unwritten policies and laws. Service culture not only refers to organizational practices but also relates to manner, values, and behavior of both the organization and its employees. If an organization has a strong service culture, it will develop employees' positive attitudes toward giving service to their customers (Grönroos, 2007). Zeithaml, Bitner and Gremler (2009) further point out that this very rich definition has three main implications for employee service providers. First, service culture exists when there is an appreciation for good service. Second, good service is given to both internal and external customers. Indeed, not only do organizations need to care for their external customers but they are also required to pay more attention to their service employees (internal customers) who play a crucial role in service delivery. Finally, within service culture, good service is a way of life and provided naturally as it is a crucial norm of the organization. It is like a glue to tick to employees' attitudes, behavior and commitment toward giving good services to their customers (Zeithaml, et al., 2009). However, there is some confusion in the literature between service culture, service climate and service orientation.

When we want to know a customer's needs and meet them, we need to develop the service side of the business, specifically a service or customer oriented culture. The service culture focuses on serving and satisfying the customer and is characterized by a strong commitment to service. In a service culture, everyone automatically thinks of the customer before anyone or anything else. In order for a service culture to grow and thrive, management must have a burning desire for it to be that way and the energy to ensure that this desire spreads throughout the company and remains there permanently. Thus, the service culture has to start with the top management and flow down. Everyone, from the top down, must believe that they work for the customer. Customer service is, therefore, the responsibility of everyone in the company, not only the "customer service department".

For example, a well worked out mission statement can help a service culture to thrive because it can provide direction for the company employees and can be a powerful force to clearly define a company's purpose for existence. Therefore, it should be motivating enough to make employees feel their work is significant and contributes to people's lives.

The hospitality employees, especially front line employees are in direct contact with customers and have the ability to strongly effect the customer's experience. For this reason, it is important to weave a service culture into employees' education and training as soon as they are hired. The service orientation and professionalism of hospitality employees is the most important and include both the ability to meet customer needs with their knowledge, interpersonal skills, and their professional appearance (including attire and grooming).

Chapter 3

Methodology

This study is made up of the information about the methods and procedures employees and clients in this research study. Specifically, deductive approach is described and sampling approach used is defined. Also information about data collection process is provided with the information regarding the questionnaire structure and how the scale items have been derived. Lastly, this study concludes with the descriptions of the analytic methods to be used in the following study.

3.1 Deductive Approach

Deductive approach or deductive reasoning "is a theory testing process which commences with an established theory or generalization, and seeks to see if the theory applies specific instances" (Hyde 2000: 83). As Graziano and Raulin (1993: 37) also state, "A *deductive theory* is more traditional and formalized theory in which constructs are of major importance.

The constructs (the ideas) guide the researcher in making and testing deductions from the constructs. The deductions are empirically tested through research, and thus support or lack of support for the theory is obtained.” As mentioned before, this study aims to develop and test a model that examines the antecedence and consequences of job satisfaction among employees and customer satisfaction in the hospitality industry in Merit Crystal Cove. In addition, model development and testing requires advanced statistical analytic techniques. Accordingly, this study utilized deductive approach and employees and customer various advanced statistical techniques for model testing.

3.2 Population and Sample

There are 75 surveys for employees about job satisfaction and 75 survey for customers of Merit Crystal Cove in hospitality industry (see Appendix). We have been successful in collecting required data 60 surveys from employees and 50 surveys from customers. In this study, judgmental sampling approach was used. Judgmental sampling is a non-probability sampling technique. In this sampling procedure, “the sample elements are selected because it is believed that they are representative of the population of interest” (Churchill 1995: 582). Accordingly, data were collected from a judgmental sample of employees in the Merit Crystal Cove in Kyrenia. The employees comprised of H&R, F&B, Accounting, House Keeping, Marketing an Promotion, Front Office (See the list at the appendix).

3.3 Data Collection

There is not a proper list showing all organization members of staff employed in T.R.N.C. We collected that 60 self-administered questionnaires from employees and 50 self-administered questionnaires from customers was distributed in staff room for employees and lobby area. By the cut-off date for data collection, a total number of 110 questionnaires were retrieved given a response rate of 73.3%.

3.4 Data Analysis

The data was analyzed using SPSS statistical package. The questions relating to job satisfaction were close-ended questions using Likert scale (1 being “very dissatisfied”, 5 being “very satisfied”). A variety of statistical methods were used to gain a better understanding of the data. Frequency distribution for the questions provides a general view of employees’ feelings about their own levels of job satisfaction and customer satisfaction.

For the reliable grouping of the 18 questions for the employees and 13 questions for customer for an easier drawing of conclusions, Frequency Analysis was conducted to make comparative analysis between the employees and the customers regarding the study’s constructs items.

Chapter 4

Finding and Analysis

The following 6 questions are demographic analysis for the employees of the Merit Crystal Cove. The demographic breakdown of the sample as demonstrated in Table 1. 63.3% of the respondents were male, while 36.3% were female. Age ranges represented include 18-25 years (10%), 26-32 years (46.7%), 33-40 (36.7%), and > 41 (6.7%). The majority of respondents have under graduation degree representing 26.7% while 5 have vocational education. 36.7% of the respondent had lycse education, 11.7% have secondary education, 20% had primary education. About 16.7% of the respondents have length of service below one year. 26.7% have length of service of 1-3 years, 4-6 years were 43.3%, 7-9 years were 5% and >10 years were 8.3%. The majority of the respondents (75%) were in employee position, while the remainder (10%) was in manager positions and (11.7%) of respondents are supervising with a (3.3%) of respondents work in other departments. On the type of department frequencies, 3,3% are into H&R, (30%) F&B, (3.3%) Front Office, (30%) housekeeping, (21,7%) accounting, and lastly (11,7%) other department.

Table 1: Demographic Breakdown of the Sample
Frequency %

Age		
18-25	6	10.0
26-32	28	46.7
33-40	22	36.7
>41	4	6.7
Total	60	100
Gender		
Male	38	63.3
Female	22	36.7
Total	60	100
Education		
Primary	12	20
Secondary	7	11.7
College	22	36.7
Vocational school	3	5
Undergraduate	16	26.7
Total	60	100
Length of Service		
< 1 year	10	16.7
1-3	16	26.7
4-6	26	43.3
7-9	3	5
>10	5	8.3
Total	60	100
Position		
Manager	6	10
Employee	45	75
Supervisor	7	11.7
Other	2	3.3
Total	60	100
Type of Department		
H&R	2	3,3
F&B	18	30
Front Office	2	3,3
House Keeping	18	30
Accounting	3	21,7
Other	7	11,7
Total	60	100

The following 18 questions analysis was for the employees of the Merit Crystal Cove.

Level of pay/salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	25,0	25,0	25,0
	disagree	17	28,3	28,3	53,3
	neutral	12	20,0	20,0	73,3
	agree	5	8,3	8,3	81,7
	strongly agree	11	18,3	18,3	100,0
	Total	60	100,0	100,0	

Table 2: The 25% respondents were strongly disagree and 28% were disagree about their salaries, and 18% were strongly agree and just 8% of them were agreed.

Physical condition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	3,3	3,3	3,3
	disagree	13	21,7	21,7	25,0
	neutral	16	26,7	26,7	51,7
	agree	16	26,7	26,7	78,3
	strongly agree	13	21,7	21,7	100,0
	Total	60	100,0	100,0	

Table 3: The 26% respondents were agree and 21% were strongly agree about the physical condition of their working place and 21% were disagree and 26% were neutral

Job security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10,0	10,0	10,0
	disagree	5	8,3	8,3	18,3
	neutral	8	13,3	13,3	31,7
	agree	15	25,0	25,0	56,7
	strongly agree	26	43,3	43,3	100,0
	Total	60	100,0	100,0	

Table 4: The 43% respondents were strongly agreed and 25% of agree about their job security and just 10% were strongly disagreed and 8% were disagree.

Control over daily activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	5,0	5,0	5,0
	disagree	8	13,3	13,3	18,3
	neutral	5	8,3	8,3	26,7
	agree	20	33,3	33,3	60,0
	strongly agree	24	40,0	40,0	100,0
	Total	60	100,0	100,0	

Table 5: The 40% respondents were strongly agree and 33% were agreed about the control of daily activities at the work place, while only 5% were disagree and 13% were disagree

Skill of directs subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	8,3	8,3	8,3
	disagree	7	11,7	11,7	20,0
	neutral	9	15,0	15,0	35,0
	agree	21	35,0	35,0	70,0
	strongly agree	18	30,0	30,0	100,0
	Total	60	100,0	100,0	

Table 6: The 35% respondents agreed and 30% were strongly agreed about the skills of direct subordinates, just 8% were strongly disagree and 11% were disagree

Company politics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10,0	10,0	10,0
	disagree	10	16,7	16,7	26,7
	neutral	15	25,0	25,0	51,7
	agree	16	26,7	26,7	78,3
	stringly agree	13	21,7	21,7	100,0
	Total	60	100,0	100,0	

Table 7: The 26% respondents were agree and 21% were strongly agreed about the hotel polices and procedure, and 10% were strongly disagreed.

Opportunity to advance to higher managerial

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	11,7	11,7	11,7
	disagree	11	18,3	18,3	30,0
	neutral	13	21,7	21,7	51,7
	agree	22	36,7	36,7	88,3
	strongly agree	7	11,7	11,7	100,0
	Total	60	100,0	100,0	

Table 8: The 36% of respondents were agreed and 11 % were strongly agreed that Merit gives opportunity to advance to higher managers and 11% were strongly disagree.

Opportunity for personal growth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	8,3	8,3	8,3
	disagree	9	15,0	15,0	23,3
	neutral	10	16,7	16,7	40,0
	agree	21	35,0	35,0	75,0
	strongly agree	15	25,0	25,0	100,0
	Total	60	100,0	100,0	

Table 9: The 35% of respondents agree and 25% were strongly agreed that they are getting opportunity for their personnel growth and only 8% respondents were strongly disagree and 15% were disagree.

Design of work atmosphere

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	5,0	5,0	5,0
	disagree	12	20,0	20,0	25,0
	neutral	8	13,3	13,3	38,3
	agree	18	30,0	30,0	68,3
	strongly agree	19	31,7	31,7	100,0
	Total	60	100,0	100,0	

Table 10: The 31% respondents were strongly agreed and 30% were agree about their working atmosphere and 20% were disagreed

Benefits offer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	11,7	11,7	11,7
	disagree	6	10,0	10,0	21,7
	neutral	20	33,3	33,3	55,0
	agree	18	30,0	30,0	85,0
	strongly agree	9	15,0	15,0	100,0
	Total	60	100,0	100,0	

Table 11: The 33% were neutral as they couldn't decide about their benefits offered and 30% were agree and 15% were strongly agreed while 11% were strongly disagree

Job security in present position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	8,3	8,3	8,3
	disagree	7	11,7	11,7	20,0
	neutral	1	1,7	1,7	21,7
	agree	21	35,0	35,0	56,7
	strongly agree	26	43,3	43,3	100,0
	Total	60	100,0	100,0	

Table 12: The 43% respondents were strongly agreed and 35% of agree about their job security and just 8% were strongly disagreed and 11% were disagree.

Quality of company product

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	6,7	6,7	6,7
	disagree	8	13,3	13,3	20,0
	agree	22	36,7	36,7	56,7
	strongly agree	26	43,3	43,3	100,0
	Total	60	100,0	100,0	

Table 13: The 43% respondents were strongly agree and 36% were agree about the company products and only 6% were strongly disagreed and 13% were disagree

Freedom to state opinion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	6,7	6,7	6,7
	disagree	20	33,3	33,3	40,0
	neutral	10	16,7	16,7	56,7
	agree	19	31,7	31,7	88,3
	strongly agree	7	11,7	11,7	100,0
	Total	60	100,0	100,0	

Table 14: The 33% were disagree and 31% were agree about their freedom to state opinion and 16% were at neutral side.

Work hour requirement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	13,3	13,3	13,3
	disagree	5	8,3	8,3	21,7
	neutral	6	10,0	10,0	31,7
	agree	26	43,3	43,3	75,0
	strongly agree	15	25,0	25,0	100,0
	Total	60	100,0	100,0	

Table 15: The 43% were agreed about their working timings and 25% were strongly agreed while 13% were strongly disagree and 8% were disagree.

Working motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	15,0	15,0	15,0
	disagree	7	11,7	11,7	26,7
	neutral	13	21,7	21,7	48,3
	agree	23	38,3	38,3	86,7
	strongly agree	8	13,3	13,3	100,0
	Total	60	100,0	100,0	

Table 16: The 38% respondents were agreed and 13% were strongly agreed about their managers who gave them motivation to work while 15% were strongly disagree and 11% were disagree.

Politics and strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	5,0	5,0	5,0
	disagree	11	18,3	18,3	23,3
	neutral	11	18,3	18,3	41,7
	agree	13	21,7	21,7	63,3
	strongly agree	22	36,7	36,7	100,0
	Total	60	100,0	100,0	

Table 17: The 36% respondents were strongly agree and 21% agree on Merit achievement to increase service quality, and only 5% were strongly disagree and 18% were disagree.

The following 13 questions analysis was for the customer service culture of the Merit Crystal Cove.

Q1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	3	6,0	6,0	6,0
	2,00	6	12,0	12,0	18,0
	3,00	15	30,0	30,0	48,0
	4,00	10	20,0	20,0	68,0
	5,00	16	32,0	32,0	100,0
	Total	50	100,0	100,0	

Table 18: The 6% of customer were strongly disagree the employees of Merit are not depend to handle service problem while 12% were disagree about the employees handling services, 30% can't decide about their decision, 20% were agree that they are satisfied about employees depending for handling service problem and 32% were strongly agreed.

Q2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	2	4,0	4,0	4,0
	2,00	4	8,0	8,0	12,0
	3,00	11	22,0	22,0	34,0
	4,00	16	32,0	32,0	66,0
	5,00	17	34,0	34,0	100,0
	Total	50	100,0	100,0	

Table 19: As the 34% customer were strongly agreed about Merit service that they provide on time, and the only 4% were strongly disagree about service.

Q3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	2	4,0	4,0	4,0
	2,00	5	10,0	10,0	14,0
	3,00	7	14,0	14,0	28,0
	4,00	18	36,0	36,0	64,0
	5,00	18	36,0	36,0	100,0
Total		50	100,0	100,0	

Table 20: As the result shows that 36% customers are strongly agree and agree about the prompt service which Merit is providing and only 4% were strongly disagree about their service.

Q4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2,00	6	12,0	12,0	12,0
	3,00	13	26,0	26,0	38,0
	4,00	18	36,0	36,0	74,0
	5,00	13	26,0	26,0	100,0
	Total	50	100,0	100,0	

Table 21: As the respondent 36% were again strongly agree about the employees that they have never busy to response on their request and only 12% were strongly disagree and 26% were disagree.

Q5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	2,0	2,0	2,0
	2,00	7	14,0	14,0	16,0
	3,00	10	20,0	20,0	36,0
	4,00	16	32,0	32,0	68,0
	5,00	16	32,0	32,0	100,0
	Total	50	100,0	100,0	

Table 22: The 32% respondents were strongly agree and agree that the Merit employees have skills to perform the service, while only 2% were strongly disagree and 20% couldn't decide their decision

Q6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	2,0	2,0	2,0
	2,00	4	8,0	8,0	10,0
	3,00	11	22,0	22,0	32,0
	4,00	21	42,0	42,0	74,0
	5,00	13	26,0	26,0	100,0
Total		50	100,0	100,0	

Table 23: The 42% respondents were strongly agree that Merit employees attend in caring fashion, while only 2% were strongly disagree, and 22% couldn't take decision.

Q7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	2,0	2,0	2,0
	2,00	4	8,0	8,0	10,0
	3,00	10	20,0	20,0	30,0
	4,00	18	36,0	36,0	66,0
	5,00	17	34,0	34,0	100,0
Total		50	100,0	100,0	

Table 24: The 36% respondents were strongly agree that the employees care about the customer need and only 2% were strongly disagree, and rest of 20% couldn't take decision.

Q8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	2,0	2,0	2,0
	2,00	2	4,0	4,0	6,0
	3,00	10	20,0	20,0	26,0
	4,00	21	42,0	42,0	68,0
	5,00	16	32,0	32,0	100,0
	Total	50	100,0	100,0	

Table 25: The 42% respondents were strongly agree and 32% were agree that Merit Hotel has modern equipped and facilities and only 2% were strongly disagree.

Q9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	2,0	2,0	2,0
	2,00	1	2,0	2,0	4,0
	3,00	11	22,0	22,0	26,0
	4,00	16	32,0	32,0	58,0
	5,00	21	42,0	42,0	100,0
	Total	50	100,0	100,0	

Table 26: The 42% respondents were agree that it's easy to use the equipment and facilities in Merit, while only 2% were strongly disagree and agree.

Q10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	2	4,0	4,0	4,0
	2,00	2	4,0	4,0	8,0
	3,00	5	10,0	10,0	18,0
	4,00	15	30,0	30,0	48,0
	5,00	26	52,0	52,0	100,0
	Total	50	100,0	100,0	

Table 27: The 52% respondents were agree that food & beverage variety meet need of customer, and 4% were strongly disagree.

Q11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	2	4,0	4,0	4,0
	2,00	2	4,0	4,0	8,0
	3,00	16	32,0	32,0	40,0
	4,00	15	30,0	30,0	70,0
	5,00	15	30,0	30,0	100,0
	Total	50	100,0	100,0	

Table 28: The 30% respondents were strongly agree and agree on Merit achievement to increase service quality, and only 4% were strongly disagree and disagree.

Q12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	3	6,0	6,0	6,0
	2,00	6	12,0	12,0	18,0
	3,00	12	24,0	24,0	42,0
	4,00	14	28,0	28,0	70,0
	5,00	15	30,0	30,0	100,0
	Total	50	100,0	100,0	

Table 29: The 30% respondents were agreed and 28% were strongly agree that the Merit Strategy and polices are satisfied to increase the service quality, and 6% were strongly disagree and 24% couldn't made their decisions.

Chapter 5

Conclusion

Service organizations are becoming competitive nowadays and are faced with intense challenges in delivery of quality, flawless and satisfactory services with ever-conscious and most sensitive customers in today's market. The service culture is one of such service organizations and the employees play a prominent part in the delivery of such quality service which in turn increases the market share and the profitability of the firm through repeated purchase and positive word of mouth. Job satisfaction of the service employees is a critical factor in the delivery of quality service and needs to be fully investigated to bring out the necessary facts surrounding the constructs. The foremost aim of this study was to find out how employees and customers of service culture in Merit Crystal Cove perceive their differences with regard to job satisfaction components. Data was collected from employees and managers of service culture comprising of employees, managers and supervisor was analyzed using the SPSS analytical tool. Demographic variables such as age, gender, length of service, education, position were used as control variables. With this study, it is possible to show to the directors the weak and strong sides of the job satisfaction level they are practicing and also it may give them chance to see foresee and avoid from the behaviors or practices which may bring dissatisfaction and so the low quality, productivity, absenteeism, negative word of mouth, and insufficient contribution to their services.

The findings of the study indicated that level of pay, physical condition, job security, control over daily work, skills of direct subordinates, company's policies and procedures, opportunity for personal growth, respect from boss, job security in present position, quality of company's products, freedom to state opinions without fear of punishment, transpiration and work hour requirements are important components of job satisfaction in the leisure organization in Merit Crystal Cove Employees demonstrate considerable high dissatisfaction on their salary/pay level, job security in present position, transportation and work hour's requirements while stating their positive satisfactory scores for work environment, personal growth, quality of company services and physical work atmosphere. On the other hand, customers are very satisfaction their products, policies, easy to use equipment includes service culture in Merit Crystal Cove Hotel. These undesirable results may cause in for managers in motivating their employees to keep certain quality standards or to achieve their organization's objectives. Since, it is a well-known truth that satisfied employees can provide satisfied customers.

References

- BRYMER, ROBERT A. Hospitality Management an Introduction to the Industry. Seventh Edition 1995. 459p.
- Daniel, P.W., Harrington, J.W., 2007. Services and Economic Development in the Asia Pacific: Ashgate.
- FREI, F. X. (2006), "Customer-Introduced variability in service operations" HBS No. 606-063, Boston: Harvard Business School Publishing.
- GADREY J (2000) The characterization of goods and services: An alternative approach. Review of Income and Wealth, 46 (3): 369–387
- Grönroos, C., 2007. Service Management and Marketing: Customer Management in Service Competition (3rd ed.): John Wiley & Sons.
- HARPER PT (ed.) (1995) *The Service Productivity and Quality Challenge*, 1–10. Norwell MA: Kluwer Academic Publishers
- HILL P (1999) *Tangibles, intangibles and services: a new taxonomy for the classification of output* Canadian Journal of Economics-*Revue Canadienne D Economique*, 32(2): 426–446
- KENDALL, STEPHANIE D. (2007). "Customer Service from the Customer's Perspective". In Fogli, Lawrence. Customer Service Delivery: Research and Best Practices. J-B SIOP Professional Practice Series. 20. John Wiley and Sons. ISBN 978-0-7879-8310-9.
- MICHEAL J. THOMAS, Gower Handbook of Marketing p377, Gower Publishing Ltd., 1995. ISBN 0-566-07441-9
- MULHOLLAND, J., 1991. The Language of Negotiation. London: Routledge.
- REIZENSTEIN, RICHARD C. (2004). "Customer". In Stahl, Michael J. Encyclopedia of health care management. Sage eReference. SAGE. ISBN 978-0-7619-2674-0.
- SAMPSON, S and C. FROEHLE (2006), "Foundations and Implications of a Proposed Unified Service Theory," Production and Operations Management, (forthcoming).
- SMITHA (1776) The Wealth of Nations. Books I-III, Chichester: Wiley
- THOMAS, K.W.; VELTHOUSE, B.A. Cognitive Elements of Empowerment: An Interpretive Model of Intrinsic Task Motivation. Academy of Management Review 15, 1990.
- WALKER, JOHN R. Introduction to Hospitality Management. Upper Saddle River, New Jersey: Pearson Education, 2004. 765p.
- Webster's New World Dictionary, Second College Edition. New York: Warner Books, 1984.
- Webster's Ninth New Collegiate Dictionary. Springfield, Mass.: Merriam –Webster, 1990.
- ZEITHAML, V.A., PARASURAMAN, A. and BERRY, L., (1985), "Problems and Strategies in Services Marketing", Journal of Marketing, Vol. 49, Spring, pp. 33-46.