

Exploring Job Attitude of Service Employee and Its Impact on Customer Orientation in the Food Industry - Focusing on Daejeon Restaurants -

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ABSTRACT: The purpose of this study was to explore the effects of job attitudes from the professional restaurant service organization on customer orientation. Using a self-administered questionnaire, data was collected from service employees of professional restaurants. Survey was conducted 20 days from October 11, 2015 to October 30, 2015. Total of 200 questionnaire were distributed and 185 samples were collected and used in the data analysis after excluding 15 unfaithfulness answers. SPSS 18.0 statistical program were used to analyze samples. The result indicated significant and positive impacts between job attitude and its sub-factors(i.e., job satisfaction, organizational commitment) on customer orientation.

Keywords: job attitude, customer orientation, job satisfaction, organizational commitment

INTRODUCTION

Management organization of a large professional restaurants in the food service industry is a generic term for restaurant organization, kitchen organization, management organization. These three organizations are divided in each tasks in order to achieve business goals. Management organizations should also maintain mutually supportive but not without its own personality[1].

Professional restaurants are very distinguishing business which is labor intensive, and have high dependence on human resources. All human resource management, facility management and service managing needs to be engaged into single general system in order to obtain effective management performance. In other words, it is a typical service job that its team member's service capacity have a serious affect on brand image and sales, and increase its productivity and competitiveness through human

resource administration. Especially on role sharing on service practitioner, the rate of participation in direct service is growing contrary to the previous production-centered system[2]. So, in order to reduce employee turnover rate, efforts of continuous and systematic self-innovation to make job satisfaction and organizational commitment conditions must be needed.

Such human resource administration requires a new concept and approach in the organization. Successful future of the organization depends on effective development on human resource management and administration by coordination and cooperation between the sub-sectors within the organization. In order to achieve sustain growth and long-term survival of the business organization, the support and commitment of the members and managers to attract the best ever unleash a member of skills are required[3].

To do this, common goal to adapt the environ-

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ment changes must be achieved based on voluntary participation and commitment of the organization. The cooperation of the members are essential elements to achieve the common goals of the organization. In order to maximize the full potential of the subordinates, institutional support and a significant support and care as a source of psychological behavior is required to fulfill the organization's and self-competence of individual members[4].

In order to let employees conduct business effectively, an employee should have a premise of principle and value and require good emotional improvement and exchanges between the customers. Patience, sacrifice, service and altruism, virtues that require the employees are an important factor that causes the customers experience an even greater difficulties[2]. Such job attitude of service employees which prior endless 'self-sacrifice' and 'service' and lies on heavy workload and harsh treatment has a very close correlation between customer orientated perspective[5].

In spite of the fact that customer-oriented outcomes are affected by job attitude, research about the influence of job attitude has not been conducted lively

Therefore, the purpose of this study is to propose future human resource management plans in food service industry by analyzing the correlation between worker's job attitude and customer-orientation as mentioned earlier.

THEORETICAL BACKGROUND

Job Attitude

Overall, job attitude is defined as "learned prior tendency which consistently reacts favorably or unfavorably to single person or group, other object or situation." This is the key factor forming individual difference in the act of organization. Therefore in this study, the term 'job attitude' will be defined as "a set of thinking how the individual be on duty when belonged to one's organization[6].

Job attitude is about employee's work-related attitude. It is not only the feature of each employee's personal job attitude but also the nature of the tasks for company to employee performance evaluation, characteristics of duties for them to fulfill and

loyalty to their company. Therefore, job attitudes can be classified into job satisfaction, job commitment, organizational commitment, turnover intention, feelings about one's job, loyalty and sense of unity[7].

Employee's job attitude is the rudimentary factor for achieving company's objective[8]. Attitudes they take in their job performance affects not only the company's brand image but also the organization's achievement of target[9].

The attitude of these employees is closely associated to several actions which are related to work, e.g) in the case of unsatisfactory employees whose do not feel the charm of the company's business have tendency of being late for work or want to move on to another job. Therefore, an employee's attitude on ones tasks are important in management because an employee's job attitude can be affected by their organizational commitment and turnover intention[10].

Job Satisfaction

Job Satisfaction is the psychological state of employee's preference about their jobs(William & Hazer 1986)[11]. In other words, it is defined as employee's degree of positive or negative feelings about their job(Odom, Boxx&Dunn 1990)[12]. It's also a result of numerous experience and interactions of attitude and behaviors which occurs in the organization[13].

Petty, McGee & Cavender, (1984)[14], Cranny, Smith & Stone, (1992)[15] defines that job satisfaction is a form of emotional, affective attitude and preference to their duties. Wanous(1984)[16] and Lo & Lam(2002)[17] indicated that job satisfaction and organizational commitment has a significant relationship. Especially William & Hazer (1986)[6] stressed that job satisfaction has positive affection on organizational commitment reducing turnover intention of members. Price(1981)[18] also stressed that job satisfaction have a direct impact on turnover intention. So Ghiselli, La Ropa Bai(2001)[19] mentioned that job satisfaction was an important variable in understanding turnover rate.

The concept of job satisfaction was dealt seriously in the Hospitality industry. If the working environment contribute to job satisfaction, the organization showed less problems such as turnover, absentee-

ism, poor performance. Bai et al(2006)[20] has developed a tool to measure job satisfaction of professor of hotel management, and Denhardt & Gregoire (1993)[21] studied job satisfaction in the fast food industry. Their result proved that job satisfaction, like job involvement and job stability, affect customer orientation of employees. Sparrowe (1994) [22] have also argued that hospitality employee's turnover intention was reduced when job satisfaction increases. William&Hazer(1986)[6] have studied employee's psychological state about their jobs, Schermerhorn et al(1997)[23] studied work-related positive or negative reaction emotion or attitude in accordance with physical and social conditions. Robbins (2003)[24] organized the concept of job satisfaction by describing with an emphasis on attitudes, including all friendly concept from attitude, things, events to subject in evaluative description. Oshaberi(2000) [25] studied the positive emotional response of individual for particular job.

Organizational Commitment

Organizational commitment is the degree of perception of an employee's association with their job(Bai, Brewer, Sammons & Swerdlow 2006)[20]. It can also be seen as the degree of acceptance and internalization in the value or characteristic of the organization(O'Reilly & Chatman 1986)[26]. It is also often expressed as the perception of member's degree of linkage with their duties(Blau & Boal 1987) [27]. Organizational commitment is very closely related to job satisfaction predicting employee's commitment to the organization(knoop 1995; Vandenberg & Lance 1992)[28]. Since organizational commitment is a necessity value for successful operation of hospitality enterprise, the composition of the working environment that supports the job satisfaction of employees will make the company reduce the problem(Bai et al 2006)[20]. The reason of interest in organizational commitment is that turnover, effectiveness, organizational commitment, job performance are directly connected to it. Lam & Zhang (2003)[29] revealed that the pay, character of working education have a direct impact on organizational commitment. Relationship between job satisfaction and organizational commitment has been addressed in many studies. Hellman & McMillan(1994)[30] in-

dicated that the overall job satisfaction and commitment had correlation, Sagar(1994) and Harrison & Hubbard(1998)[31,32] also indicated that job satisfaction had a significant impact on organizational commitment. Likewise Yavas & Bodur (1999)[33] and Yousef(2001)[34] also addressed significant relationship between two factors. Study of Jae-ho Lee, Sang-ho Han, Kyu-won Kim, Jae-jang Yang(2012)[35] indicated that organizational trust, group cohesiveness has both had significant impact on organizational commitment. The result of Jong-cheol Park, Yeong-tae, Kim(2011)'s study presented that transformational leadership for the firm mediated by trust had a positive effect on job satisfaction and organizational commitment. In addition, study of Sang-geon Lee(2011)[37] revealed that the professional wellness had a direct impact on job satisfaction and job satisfaction was an influence variable for organizational commitment. Also study of Lam & Zhang (2003)[29] indicated that as with previous research, job satisfaction affected organizational commitment variables. On the basis of prior studies, job satisfaction was an impact variable to organizational commitment.

Customer Orientation

Customer orientation is defined as the satisfaction of customer needs at the level of interaction between employees and customers. Building relationships between service companies and customer occurs by activities such as listening the voice of the customer, concerning about the needs, providing exact and relevant information and keeping promises[38]. Hoffman& Ingram(1992) defined customer orientation as marketing activities carried out from a private service provider in customer's perspective. Customer-oriented behavior of employees help customers to have satisfying purchase decision, identify the needs of customer's desire and provide the exact service, act for the benefit of customers[39]. Ruekert(1992)[40] stressed that customer orientation is a level of company to obtain information from customers and use it to develop a strategy that meets the needs of customers and perform strategies to respond to customer needs and desires. Deshpande, Farely & Webster(1993)[41] also stressed based on the concept of market orientation, a set

of trust which set the priority to the interests of customers in situations where it does not exclude the interests of other interest parties in order to secure long-term revenue. Especially in the food industry, customer orientation can be very important. As a specific example of a customer-oriented behavior, which can be seen customer contact staff in the hotel can be diverse. Such as friendly and faithful respond, identify needs and provide accurate information(I,E. room, meals, hotel amenities and nearby travel information), promptly provide service which customer requests and more[42]. Thus, customer orientation can be understood as such service companies that want to improve their image as a way to achieve customer satisfaction, or improve internal service quality for hotel employees such as job satisfaction to promote customer orientation and achieve customer satisfaction, or degree of performance in service-oriented marketing activities to define customers' needs from the perspective of front-line food industry employees who represent the company, its marketing activity recognizes from the customer's point of view, proceed to promote customer's benefit etc[43].

Eventually, customer-oriented sales was a practice of a concept of marketing in the each individual customer's level. In order to induce employees to be customer orientated should be rewarded based on employee's effort and achievements[44]. This leads to the improvement the work performance and highly customer oriented employee in the service field who tend to enjoy the act of providing services to customers[46]. Reardon & Enis(1990)[47] proposed an internal marketing as a first step to determine the course of action and work for customer satisfaction. As a way to increase the persuasiveness of internal marketing efforts to encourage of employees to be customer-oriented, internal marketing is the process that evokes the courage to employees to accept a change in corporate philosophy and policy, true customer orientation exists on all levels and all functions of the company, and that it was achieved through internal marketing to employees in the process of arousing the courage to accept the change of ideology and policy.

Therefore, this study argues that in order to ultimately achieve customer satisfaction, customer ori-

entation should be increased. And for this purpose, awareness between superiors and subordinates in a clear role, improvements of the smooth exchange of opinions and outgoing appropriate rights, working conditions and compensation should be achieved. However, research on the relationship between organizational communication satisfaction and organizational commitment or job satisfaction indicated that the organization communications satisfaction may have an indirect impact on the customer orientation[48].

METHODS

Research Model

This study is to identify how job attitudes impact on customer orientation in the food service industry professional restaurant service employee.

Hypothesis

Doo-tae Kim(2003)[49] indicate that characteristics of the work recognized and job stability among the variables of job satisfaction had related impact on customer orientation.

Among recent studies on job satisfaction and customer-oriented attitude, Brown et al's.(2004)[50] study indicate that service employees with a high level of job satisfaction has a high level of customer orientation, which shows close and positive relationship between job satisfaction and customer orientation. However, not all employees show close positive relationship between job satisfaction and customer oriented attitude.

A study Yong-soon Bae(2002)[51] stressed that employee who are satisfied to their jobs tend to show the services more visually, and form a consensus with the customer. In the basis of empirical

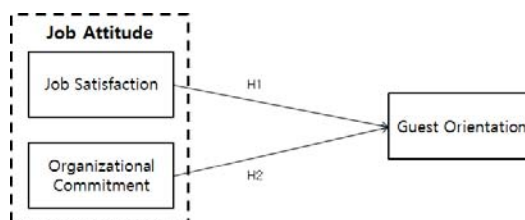


Figure 1. Research model.

research that indicate significant impact between job satisfaction and customer orientation, the current study proposes following hypotheses.

Hypothesis 1: Job satisfaction from service employee of food service industry will have a significant positive impact on customer orientation.

Leadership in effectiveness of influencing job satisfaction and organizational commitment may be necessary. Since hotel organization provide all services by contact with the customer, employees with good relationship affect a lot of work based on the individual's cooperation and exchanges, influencing organizational performance[52]. Unlike employees in the past, hotel employees today infer strong characteristics. Preceding study indicate relationship between job stress and boss-member exchange relationships and job satisfaction, organizational commitment and turnover intention[53].

Transformational leadership from supervisor of dining franchise headquarters had significant impact on organizational trust, group cohesiveness[34]. Oyeong Kwon, Yong-sun Kim(2015)[35] explained that job satisfaction had a positive impact on quality of service. Based on previous studies, the current study proposed following hypothesis to explore relationship between employee's organizational commitment and customer orientation.

Hypothesis 2: The organizational commitment of the food service industry service industry employees will have a significant positive effect on customer orientation (+)

MEASUREMENT

Job Attitude

Job Attitude as a part of job management behavior. Its subjects are Job Satisfaction, Organizational Commitment, Turnover Intention. 15 questions about Job satisfaction which Meyer et al (2002) [55] applied appropriately for the present study and assessed with Likert's 5-point scale. 10 questions about Organizational commitment and Turnover Intentions were composed based on the research of O'Reilly, Chatman & Caldwell(1991)[56], Mobley(1982)

[57], Becker(1992)[58] and Yeon-seon Kim(2008)[59], assessed with Likert's 5-point scale.

Customer Orientation

Customer Orientation is about employee's understanding, and performing activities which customer need and desires. In this study, 5 categories of question were composed based on Scephers, Falk, Ruyter, Jong and hammers Chmidt(2012)[60]'s studies.

DATA COLLECTION AND STATISTICAL ANALYSIS METHODS

The current study had selected service employees located in downtown, Daejeon to analyze relationship of service employee's job attitude on customer orientation. Survey period was from 2016 April 11 to 2016 May 20, carried out for about a month. 185 out of 200 distributed questionnaires were recovered and analyzed after excluding the portion which responded unfaithfully.

SPSS (Statistical Package for Social Science) v. 18.0 statistical package program was used to take statistics of the data collected by data analysis methods after going through data coding and data cleaning process. The frequency analysis was performed to evaluate the demographic characteristics of the the subjects, a factor analysis was conducted to verify the validity of measurement tools, it yielded a Cronbach's α reliability coefficients for verification. Correlation analysis was performed to investigate the relationship between the variables, multiple regression analysis was performed to verify the hypothesis.

Empirical Testing

1) Demographic Characteristics of the Respondents

The following Table 1 is a result of the frequency analysis to learn about the demographic characteristics of the respondents.

2) Reliability and Validity of the Measurement Tools

Table 1. Results of the frequency analysis on the demographic characteristics

Classifi- cation	Item	N	%	Classifi- cation	Item	N	%
Gender	Male	154	83.2	Education level	High school	80	43.2
	Female	31	16.8		College degree	70	37.8
Marital status	Single	80	43.2		University degree	26	14.1
	Married	105	56.8		Graduate school≤	9	4.9
Age	20~29	56	30.3	Service years	Less than 1 year	23	12.4
	30~39	70	37.8		1~3 years	35	18.9
	40~49	47	25.4		3~5 years	23	12.4
	50~59	12	6.5		5~10 years	27	14.6
Monthly salary (unit: won)	1~2 Million	67	36.2		10~15 years	26	14.1
	2~3 Million	53	28.6		More than 15 years	51	27.6
	3~4 Million	42	22.7	Assigned task	Employee	64	34.6
	More than 4 Million	23	12.4		Assistant manager	22	11.9
					Manager	34	18.4
					Senior manager or higher	65	35.1

① *Reliability and validity of the exogenous variables*

Following Table 2 is the result of the exploratory

factor analysis and reliability analysis to verify the validity and reliability of the exogenous variables used in this study. Exogenous factor analysis was

Table 2. Results of the factor analysis and the reliability analysis on exogenous latent variable

Factor	Measurement items	Factor loadings	Variance (Eigen value)	Cronbach's α
Job satisfaction	Feel proud and satisfied with the fact that one's a member of the company.	0.713	51.749 (5.175)	0.945
	Work is satisfying and being useful in the development of one's own ability	0.821		
	The current job is highly fulfilling.	0.909		
	Have lot of interest and enthusiastic in the current job.	0.867		
	Highly satisfied in the job in general.	0.804		
	My duty is highly interesting and fulfilling.	0.905		
	Motivation was continuously increasing since joining the company.	0.721		
Organizational commitment	The company is striving for my expectation.	0.937	22.297 (2.230)	0.675
	Think I am an important part in the company.	0.592		
	Have similar values between oneself and the company.	0.608		
KMO=0.912, Bartlett's test of sphericity=1,506.601, $p=0.000$, Total variance explanation power=74.046				

Table 3. Results of the factor analysis and the reliability analysis on endogenous latent variable

Factor	Measurement items	Factor loadings	Variance (Eigen value)	Cronbach's α
Customer orientation	I always act before listening what customers want.	0.876	57.422 (2.871)	0.809
	I'm always trying to find what customers want.	0.678		
	I always answer honestly to customer's questions as possible.	0.504		
	I always try to give customers more than they need.	0.821		
	I always think intimate and personal relationship with the customer important.	0.846		
KMO=0.818, Bartlett's test of sphericity=328.012, $p=0.000$, Total variance explanation power=57.422				

conducted on a total of 10 items to find common factors serve as variables, ensure the reliability and validity and of the measurement scales.

As a result, the KMO (Kaiser-Meyer-Oklín) measurements to determine the sphericity validation appeared to 0.912, approximation χ^2 value for Brattlet's sphericity verification appeared to 1506.601 significance probability p showed the suitability of the significant models in the 0.000 level.

Accumulated total variance was 74.046 indicating a explanatory power of the overall explanatory power of the model was 74.0%. As a result of factor analysis, a total of two factors were extracted from job attitude, factor 1 was named job satisfaction, factor 2 was named organizational commitment.

② Reliability and validity of the endogenous variable

Table 3 is the result of the exploratory factor analysis and reliability analysis for verification of the validity and reliability of endogenous variable used in this study. A factor analysis was conducted on a total of five items verify the validity

of the endogenous variables, customer orientation, and to find common factors and utilize variables. As a result, the KMO (Kaiser-Meyer-Oklín) measurements to determine the sphericity validation appeared to 0.818, approximation χ^2 value for Brattlet's sphericity verification appeared to 328.021 significance probability p showed the suitability of the significant models in the 0.000 level. Accumulated total variance was 57.422 indicating a explanatory power of the overall explanatory power of the model was 57.4%. One factor was extracted and named customer orientation.

③ Verification of the hypothesis

In this study a multiple regression analysis was conducted and verified cause and effect relationships of variables to examine the impact of job attitude and customer orientation.

Two factors from job attitude were extracted through factor analysis and used as independent variables to verify a hypothesis. The results of multiple regression analysis having customer orientation as the dependent variable is same as Table 4. The

Table 4. Results of the regression analysis on apps' service quality for use satisfaction

Independent variable	Dependent variable				
	β	t-value	p-value	Tolerance	VIF
Job satisfaction	0.615	9.978**	0.000	0.629	1.590
Organizational commitment	0.198	3.210**	0.002	0.629	1.590
$R^2=0.565$, Adjusted $R^2=0.561$, $F=118.357$, $p=0.000$					

** $p<0.001$.

coefficient of determination R^2 value for the description of standard regression line of customer orientation was 0.565, p value for ANOVA is 0.000, F value was 118.357, found the model statistically significant.

Multicollinearity statistics tolerance limits were both smaller than 1, VIF also showed smaller than 10 which showed no multicollinearity problems between independent variables.

Job satisfaction ($p=0.000$, $t=9.978$) and organizational commitment ($p=0.002$, $t=3.210$) both showed significantly positive effect on customer orientation at $p<0.01$.

The size of the effect was shown by based on Beta values as job satisfaction (0.615), organizational commitment (0.198), as a result, Hypothesis 1 was accepted.

CONCLUSION

The summary of the whole result about Job attitude of the food service industry professional restaurant service workers affect customer orientation is as follows.

In the affection of job attitude of the service provider on customer orientation, job satisfaction and organizational commitment appears to have a positive effect on customer orientation. By this reason, this hypothesis was accepted. Current study suggests following implications for the impact on customer orientation.

The results of the current study suggest the necessity of customer-centric care and organizational commitment depend on situation rather than self-centeredness understanding and application in the job attitude of service workers. Also, practical use of these job attitude is a mechanism to increase the job satisfaction which means the intensity organizational commitment, turnover intention

Viewing the following result, such high demands of positive job posture and attitude suggests that The higher the propensity of job satisfaction and organizational commitment gets will provide quality customer-oriented services, making customer remain loyal and amicable to contribute in sales improvement.

Such evaluation indicates in the nature of profes-

sional restaurant, in accordance of high quality customers who require high-class service, in terms of human resource management of the employee's perspective, the creation of new external customers is important.

However, considering the environment of saturated and highly competitive market, through the utilization and management of job attitudes that focus on human resource management, providing and maintaining the quality of service will contribute to enhance the company's image by reuse and positive word-of-mouth in the long term.

There are several limitations that should address. The current study was conducted only in the context of restaurants in Daejeon area. Hotels, resorts, restaurants in other areas, etc are excluded in this study. So, it has a lack of representative to represent the opinion of nationwide food service employees. Furthermore, surveys also lack empirical data of regional, gender according to demographic variables, continuous research in the future is needed to assist subsequent research.

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