LINKING SERVICE CLIMATE WITH CUSTOMER SATISFACTION IN PERAK HOTEL INDUSTRY: A STUDY FROM SERVICE PROVIDER PERSPECTIVE

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DECLARATION

We hereby declare that:

(1) This undergraduate FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the FYP.

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DEDICATION

This research project is especially dedicated to:

Ms. Yip Yen San

Ms. Lam Siew Yong

And,

Our beloved families and friends,

Thank you for the motivation and support to complete this research project

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LIST OF ABBREVIATIONS

CO	Customer Orientation
CS	Customer Satisfaction
DV	Dependent Variable
GDP	Gross Domestic Product
H	Hypothesis
IV	Independent Variable
MS	Managerial Support
SAS	Statistical Analysis System
SET	Social Exchange Theory
UNCTDO	United Nation Conference on Trade and Development Organization
VIF	Variance Inflation Factor
WF	Work Facilitation

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PREFACE

The topic that we have selected is "linking service climate with customer satisfaction in Perak hotel industry: a study from the service provider's perception". In this research, we have used 3 independent variable (IV) which is customer orientation, managerial support and work facilitation and customer satisfaction as our dependent variable (DV) to find out the relationship between each IV and DV. Nowadays, the customer satisfaction become far more important because their satisfaction will affect their revisit intention toward such hotel. However, the hotels' front-linear is playing essential roles in hotel industry because they are the one who will interact with the customer directly and also provide better quality of service to the customers. Therefore, the positive service climate is very important to the company because there are strong relationship between employees and customer satisfaction. So that in this research, we need to find out and verify the relationship between service climate and customer satisfaction in Malaysia's hotel industry where area that we will conduct in this study is Perak state.

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ABSTRACT

Service sector is the key driver of Malaysia's economy which contributed to the country's GDP. Besides that, tourism industry had become the third largest contributor to the country's economy in service sector and it has bring numerous positive impact to the country. Not only that, Perak was listed as the Top 10 must visit region by Lonely Planet in 2017 due to its heritage and historical sites attraction. In fact, hotel industry has play an essential role in tourism industry as its complement to each other in the industry. Hence, customer satisfaction is the most crucial element in hotel industry where satisfied customers tend to revisit the hotel again and it able to bring sustainable benefit to the hotel. This research project aimed to study the linkage of Perak's hotel industry service climate and customer satisfaction. So, 3 hypothesis been developed and tested by using 237 data collected from questionnaire survey that has been distributed to 3 to 5 stars hotel's front-liners. Furthermore, SAS been use in the study to analyse the collected data and the result showed two construct such as customer orientation and work facilitation had significant relationship with customer satisfaction. Somehow, managerial support has non-significant relationship with customer satisfaction. Not only that, social exchange theory (SET) has been applied in this study and it has contributed to the theory development in studying Perak's hotel service climate. Therefore, hotelier able to know the effect of service climate toward customer satisfaction as well. Also, there are few limitations in this study and recommendation has been discussed for future researchers in conducting this study.

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CHAPTER 1: RESEARCH OVERVIEW

1.1 Research Background

Service can be defined as an intangible experiences and time perishable that performed for a customer, which must consume simultaneously as service cannot be store (Fitzsimmons, 2014). However, referring to UNCTDO (2017), service sector as a growing part of a countries economies and it is importance for the achievement of 2030 Agenda regarding Sustainable Development. Service sector are different from product sector because service sector are based on human-to-human interaction but product sector is product-to-human interaction (Kazakov, 2016). Not only that, Kazakov (2016) also added that service industry organization should be more market-oriented because they have to deal with customer's relationship and able to react to the changing customer's need. Hence, service sector are predominant for all the developing and least developed countries because this sector help our country in growing the GDP trade as well as employment (UNCTDO, 2017). Also, it accounted more than half of the Malaysia's GDP which remain as the key driver of Malaysian economy growth (Matrade, 2016).

Nowadays, Malaysian tourism industry has become one of the main contributor in the Malaysia's economy. Tourism are well defined as an activities that a person who travelling and staying in places outside. Also, it can refers to a person who are temporary moving to outside from their residential or current working places to other destination. However, tourism has become a popular activities and it became the main developing sectors for economic activities in each country (Abdullah, 2012). In our country, tourism sector play an important role in bringing positive impact for economic activity that direct effect on the economics such as increase in

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foreign exchange earnings, promote new investments, and increase the employment opportunities (Salleh, 2010). According to Tourism Malaysia, there are over 26.76 million tourist visited Malaysia and generated income to the Malaysia with RM 83.1 billion in 2016.

Also, the number of visitor arrivals who are domestic tourism have achieved a higher record in year 2017. According to Department of Statistics Malaysia, there are 8.5% of growth in domestic visitors at 2017 (205.4 million) compared to registered in 2016 (189.3 million). In fact, Perak been ranked second highest number of domestic visitors in Malaysia at 2017 (Mahidin, 2018). Malaysia's Government have action to develop Perak state because it has been listed as Top 10 place the visitors must visit in year 2017 that recommend by Lonely Planet. In Perak, there are various attractive destination that able to attract tourist such as Gua Tempurung, Ipoh's limestone caves and the former tin mining towns. Thus, Ipoh previously also had been ranked at No.6 in Lonely Planet's list as a place that must visit in Malaysia (Daim, 2016).

Besides that, the increasing in tourist's arrival have poses new expectations especially to hoteliers. It can be seen in the increasing number of average hotel's occupancy rates as well as direct affect the profit of the hotel (Ghee, 2010). According to Perry Group (2017), to manage a hotel, the responsibility of each hoteliers is to provide the highest quality level of hospitality to the customer. It is important for each hotel because it can influence their customer to remember how well the service been delivered by this hotel.

Last but not least, the importance of customer satisfaction has play an essential role in growing revenue for hotel industry. This is because when customer satisfied with the service, it will positively impact on the revisit intention and these action will further bring up the ranking of the hotel and also encourage positive word-of-mouth. So that to satisfy the customer, the role of employee become far more

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important because the hotel's employee are the one who will direct interact with customers and also provide the service directly to the customer.

1.2 Research Problem

Tourism is the third largest contributor to maintain the Malaysia's economics (Samsudin, 2017). To support the sector of tourism in Malaysia, the roles of hotel industries are far more important because tourism and hotel industry are closely related in business domain (Tsai, 2014). Therefore, the hotel industry need to emphasize the quality of service to fulfill customer satisfaction.

As a services industry in Malaysia, the customer satisfaction is important because it can affect customer's revisit intention. But customer satisfaction mostly depends on the service quality that provided by hotel's employees especially the front-liner because they are the one who direct deliver their services to the customer. However, there is small quantity number of hoteliers are focussing on their employees satisfaction to improve customer satisfaction (McEwen, 2006). Most of the company will focus more on their customer needs rather than employee needs. Therefore, a success business will not only fulfil the customer's satisfaction as their priority; but employee satisfactions will be the first then only customer satisfaction (Thomas, 2014).

Besides, the positive service climate is very important to the company because there are strong relationship between employees and customer satisfaction (Jacobsen, 2013). However, we found that most of the hospitality sectors in Malaysia are more emphasis on the marketing mix to fulfil their target market but less emphasis on the service climate toward the customer satisfaction (Sanib, 2013). By this ways, we

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need to find out and verify the linkage of service climate and customer satisfaction in Malaysia's hotel industry from previous study. In order to get more information, we will refer to the previous study that are related to service climate and customer satisfaction in hotel industry which mostly done by China's researcher.

1.3 Research Objective

    i)   To examine the relationship between customer orientation and customer satisfaction.

    ii)   To examine the relationship between managerial support and customer satisfaction.

    iii)   To examine the relationship between work facilitation and customer satisfaction.

1.4 Research Question

What are the key factors that will affect the customer satisfaction in Perak hotel industry?

1) Does the customer orientation affect the customer satisfaction in Perak hotel industry?

2) Does the managerial support affect the customer satisfaction in Perak hotel industry?

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3) Does the work facilitation affect the customer satisfaction in Perak hotel industry?

1.5 Research Significance

In business perspective, service climate is important for each company especially hotel industry. This is because service climate have direct influence to employees by delivery better quality of services to their customer in order to fulfil customers satisfaction and encourage company growth. Besides that, employee will increase their engagement to deliver better service through the training and reward program in good working environment (Salanova, Agut, & Peiro, 2005). At the same time, the Customer Orientation, Managerial Support and Work Facilitation should be focused on Customer Satisfaction so that the customer will become more loyal towards the hotel and increase profit of the hotel. So, we encourage hoteliers can implement the social exchange theory in hotel industry because it will help an organization to success in future and better recognize the relationship between service climate and customer satisfaction. In practical, this research is conducted the main purpose to study the relationship of service climate and customer satisfaction by using social exchange theory. Furthermore, a researcher are able to aware the cycle of the social exchange and able to apply this theory in any domain.

In theoretical framework, we will used social exchange theory to link with service climate to come out 3 independent variable which is CO, MS and WF as main factor to influence CS in this research (He, Li, & Lai, 2011). In the hotel industry, employees play an important roles because employee performance will direct influence CS. For example of MS, when hotel manager are able to provide some assistance and reward to their employee, the employee will feel be motivated. Therefore, the scope of the study is relatively large and accurate for examine about the relationship between factors of service climate toward the customer satisfaction.

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CHAPTER 2: LITERATURE REVIEW

2.1 Introduction of Front-Liner in Hotel Industry

According to Naqshbandi and Idris (2012), Malaysia government are playing a role to promoting hotel industry in the country. It's has hastened the tourism facilities development especially hotel (Tourism Malaysia, 2015). Based on Choo (2017), the development has increased the intensity of rivalry among the hoteliers to gain the market share in Malaysia. Simultaneously, the competition has forced the hoteliers to attract customers by providing flawless service as the quality of service able to make the customers to stay in specific hotel (Choo, 2017). Moreover, hotel industry is the most competitive industry in twenty-first century and customer loyalty is the only way to enhance the hotel competitiveness. Somehow, satisfied customer tend to become loyal as well as spreading positive word-of-mouth for the hotel (Mubiri, 2016). Besides that, CS is an essential aspect of hotel industry because satisfied customer tend to retain in particular hotel (Jana & Chandra, 2016). Somehow, when the customers feel not satisfy with the service provided by hoteliers, they are likely to look for another hotel that have better services (Jana & Chandra, 2016).

Referring to Mubiri (2016) studies, hotel managements should put extra effort and show willingness to adapt to the customer needs, which will help them to achieve CS. Otherwise, hotelier has to invest more to attract new customers than retaining the existing one. Front-liner refer as the workers that will have direct interaction with customers when service contact happen (Shaari, Salleh, & Hussin, 2015). So, the hotel front-liner attitude and skills play important role in this industry. This is because front-liners represent the hotel as they are the key interaction point with customers (Choo, 2017). Similarity, Chakraborty (2017) also stated that front-liner

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are the face of service organization in customers view. Hence, Hotel front-liners comprised of concierge, waiters, valet parking driver, receptionist, housekeeper and service-desk staff (Kumar & Indu, 2015; Choo, 2017).

Most of the researchers reach a consensus regarding the front-liner play an essential role in deliver a quality service to customers and it's able to retain satisfied as well as loyal customer in hospitality industry (Karatepe, 2013). Karatepe (2013) also stated that high retention of front-liner especially those could produce high quality performance during work are essential to a business success. Besides that, the front-liner that does not have the standard skill, ability and knowledge as well as customer-oriented attitude are likely to fail deliver service efficiently, which will make customer disappointed (Chakraborty, 2017). Indeed, front-liner attitude will affect service quality's evaluation in customer's perspective as well as their satisfaction (Choo, 2017). So, CS and quality of service view are greatly depend on front-liner's behaviour on deliver the service because the employees job task are expected to deal with customer inquiry and problem (Karatepe, 2013).

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2.2 Underlying Theory

2.2.1 Social exchange theory (SET)

It's originated since 1950s by George Hormans (Homans, 1958). Based on Hormans (1958), the interaction between people is an exchange activity of resources either in tangible or intangible. While, the fundamental concept of SET is rewards and cost (Tiwari, 2017). The reward are anything receiver feel valuable while, cost is the value that been given up such as money, time or efforts (Redmond, 2015). It's mean the comparison of reward and cost will drive individual decision or behaviour (Baer, 2018). Also, this theory are able to be applies on organisation's behaviour and interpersonal relationship (Redmond, 2015). Based on Blau (1964), Social exchange theory is people's "voluntary actions" which was motivated with the expected returns in doing so, will be rewarded from others parties. In line with Horman's definition, it means that people are consciously incurring a cost with an expectation of getting a return. For example, if you do a favour for others, some reciprocal favour in an equal value are expected to pay back.

Based on Holmes (1981), social exchange are based on the trust of people toward others in exchanges of equal discharge their duties in long terms. So, trust is the key element to sustain social exchange relationship which was largely ignored by the most of the theorists on how it's emerge in these association (Konovsky & Pugh, 2013). Indeed, there are various views toward this theory but most of the theorists has consensus view toward SET which comprised of a series of interactions that generate responsibilities (Cropanzano & Mitchell, 2005). Initially, SET was analysed on human behaviour and later adapted to understand organisational behaviour such as formal inter-organisation exchange behaviour (Shiau & Luo, 2012). Not

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only that, it is the most influential conceptual model in studying an organizational behaviour (Cropanzano & Mitchell, 2005).

2.2.2 Service climate and social exchange relationship

Most of the scholars had applied SET to almost every type of social situation such as organizational management (Redmond, 2015). Organization climate concept refer as the atmosphere employees perceived because of the overall organization's practices, procedures and rewards. While, service climate emphasized on the practices in providing good service as well as the service quality (Hoang, Hill, Lu, & Freeman, 2018). According to Schneider, White, and Paul (1998), Service climate can refer as the employee's perception toward their company's policies, practices, procedures and the behaviour which will be rewarded, supported, as well as the expected in customer service and quality. Somehow, the employee's efforts and ability on delivering good quality of services is the main focus of service climate.

According to Solnet and Paulsen (2006), service climate will occur when the company typically focus on services as well as customer satisfaction. Also, it depends on the organization's basic support such as training, management practices and resources for their employees. Thus, climate of service are solely depend on the perception of individual employees which tend to influence their behaviour (He et al., 2011). Also, it involved certain practices in motivating the employees to provide good service quality and generate supportive circumstances towards eliminating work barriers (Schneider & Bowen, 1993). Based on Hoang, Hill, Freeman, Lu, and Imrie (2017), SET provides an alternative base in learning climate of service because the relationship between a company and employees are counted as a form of social exchange. Also, few past studies had proven the relationship

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of social exchange theory in service climate studies such as Hoang et al. (2018) and Hoang et al. (2017). In line with Blau (1964) arguments, social exchange typically will occurs when individual deliver valued services to someone in exchanges with certain level of duty. If the company provide good treatments (such as valued employee's contribution or care their well-being) to their employees, the employees are motivated and repay with desirable job-related outcomes. In addition, He et al. (2011) has proposed three key components of services climate, which is customer orientation, managerial support and work facilitation.

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2.3 Review of Variable

2.3.1 Customer orientation

In the review of variable, customer orientation (CO) is the 1st variable in this research. CO concept is a subset and derived from market orientation related studies (Jaworski & Kohli, 1993). According to Ruekert (1992), customer orientation defined as the degree of an organization obtain and use customer's information as well as creating a strategy that able to meet customer's needs and wants. Not only that, the organization that understand customer's needs and wants tend to provide remarkable value-added offering in present as well as future. The CO also can be define as a concept that placing the customer's interest in the first place to helps the owner earn the profitable business in the long term (Lim & Ahmad, 2015). Also, it's enable the organization to distribute customer's information with their employees, aim to constantly serve their customers well and to produce a greater level of customer satisfaction, loyalty or performance (Hilman & Kaliappen, 2014; Frambach, Fiss, & Ingenbleek, 2016).

In general, CO approach show customers are important role for a company and able to provide customer's favourable value in their products or services (Bhasin, 2018). In hotel industry context, CO has to be place as the core of hotel competitiveness (Roxana, Anamaria, & Corina, 2013). In fact, focusing on customers able to make sure an organization to succeed in hospitality industry where, customers are the heart of the industry (Caan, 2014). Somehow, most of the hotel oversighted on CO as well as brand value creation and focus more on operational side such as advertising, catalogue and design (Rendon, Martinez, & Flores, 2014). Nevertheless, hotel industry is a service that have high interaction with customer where to

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enhance service experiences, hoteliers has to pay more attention to the customer's needs as well as expectations (De Araujo, Costa, & Nobrega, 2013).

Based on previous past studies, an organization being customer-oriented able lead to competitive advantages as well as increased an organization's profit (Roxana et al., 2013; Papaioannou, Kriemadis, Kapetaniou, Yfantidou, & Kourtesopoulou, 2018). It's involves customer-oriented commitment which consist of providing customers a good experience and create value by fulfilling customer's need and letting them to join on the service's design as well as increased employee's behaviour by empowerment (Papaioannou et al., 2018). However, Roxana et al. (2013) mentioned that a complete understanding on customers to deliver a better service are not sufficient because customers' needs, perception and expectations of gained service benefits are keep changing over times. Hence, the management of hotels has to constantly adjust their offerings to provide unforgettable experiences rather than a simple hotel services. Some of the researcher mentioned that it's a philosophy rather than departmental activity, where it's has to become part of corporate culture (Brannback, 2011). For instances, the world gigantic hospitality company which is Marriott International and Hilton Worldwide are well-known in term of customer-centric company, where these gigantic company had practices customer-orientation on the company's guiding principle to spread the company culture throughout their employees (Kurup, 2016). Ciric, Pocuca, & Raicevic (2014) also mentioned that CO has to be part of hotel's general philosophy and represent the focus of the entire employees. As a result, CO involves all aspect of hotel services which is from customer's point of view as well as expectation as a benchmark of hotel's employee actions (Ciric et al., 2014).

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2.3.2 Managerial support

The second IV for this research is managerial support (MS). MS is one of the essential components in service climate in service industry (Cha & Borchgrevink, 2014). Managerial support can be define as the employee's superior act on providing support, assistance and rewards the service quality delivery of the employees (He et al., 2011). If the employees have negative perception on their job, trust will be reduced toward their superior and colleague. So, different level of managers should have positive attitude toward their employees (Christie, 2015). Besides that, most of the researchers demonstrate that the top-level management commitment is crucial. Somehow, they need to create the interest in implementing and also communicate every changes to all the employees in organization as well. If the employees feel the top-level management does not respect their efforts, it will caused trouble to the organizations. This is because employees lose their confidence in the organization and may quit their jobs (Worley & Doolen, 2006).

Thus, the MS plays an important role in employee's effectiveness. The high level of organization support may enhance positive employee attitudes and behaviour toward the organization. However, lower level of MS will reduce the employee commitment toward the organizational. This is because low level of performance may increase the employee turnover, absence and stress (Emhan, 2012).

Moreover, reward by employee's superior also part of the managerial support. Reward can either be financial or non-financial (Bustamam, Teng, & Abdullah, 2014). An appropriate rewards able to drive the employee's motivation to satisfy customers request and deal with their problems effectively (Karatepe, 2013). Based on Karatepe (2013) studies, hotel's management should had an appropriate rewards policies because an

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unbiased rewards will drive employees to deal with customers problems and satisfy their need as well. Also, Bustamam et al. (2014) stated that an ineffective rewards management will de-motivate and affect employee's performance.

In addition, MS also involved superior in assisting employee's on work-related issues in their daily work. For example, supervisors can regularly spends time on the ground to support their employees in service activities (Cha & Borchgrevink, 2014). Besides that, some of the superiors will not provide any direction for their employees instead, listening to employee's opinion on various problems and let them to solve the problems on their own. Somehow, if the employees cannot solve the problem, the superior will support help them to solve the problem. Consequently, it will build employee's trust and positive behaviour toward the organization (Ellstrom, 2012).

Lastly, hotel belong to services industry and the MS is one of the important factor that will influence the organization outcomes. This is because the level of internal support for employees will influence the way of employees satisfying customers. The internal support can be leading the employee satisfaction toward their job with provide the quality service to fulfils the CS (Metlen, Eveleth, & Bailey, 2005).

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2.3.3 Work facilitation

Work facilitation (WF) will become our third IV in this research. Work facilitation can be defined as every working facility that assist in deliver a quality service such as human resource main practices, guidance or colleague support (He et al., 2011). According to Brower (2015), if the "facility" operate flawlessly, it consider as "facilitating" work and basically it make the work easier. However, when the facility of work is complete, it will bring benefit to the employee to perform their job well in their workplace because sufficient work facility will effectively support them. Not only that, it will also create workplace vitality at the same time (Brower, 2015).

For human resource main practices, there are some of the practices that provided by Human Resource Department such as training program to the employee. Based on the training program, it is important for the new staff and existing staff to learn and keep on update the details of their job specification (Elcigil & Sari, 2011). Not only that, the training program can also improve the employee's problem solving skill so that the employees are able to deal with the uncertainty like customer complaint.

The colleague support is one of the parts under WF. Colleague support can define as the employee perceived emotional, empathy, or respect by their workmates. Respect and caring from colleagues will provide employee's social and emotional needs, thus it will lead to the individual's integration of social and organization's identities. In the past study, we found that positive colleague support also is a way to affect the employees work attitudes (Choo, 2017). When cooperation among colleagues are allowed in the hotel industry, it will make the job tasks become more easy because employee can discuss with each other by giving their helping hand to

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complete their job well more efficiency. That's why colleagues support is so important because it makes greater performance of a team rather than individual's performance (Avci, 2017).

In a nutshell, a complete work facility will help an organization improve the employee's work productivity, workplace's protection and work quality (Leblebici, 2012).

2.3.4 Customer satisfaction

Customer satisfaction (CS) will become our DV in this research. Customer Satisfaction can be defined as the level of customer's expectations regarding product or service provided by the company have been achieved. Not only that, it is a concept that involves the product's quality, the site's atmosphere, and the product or service price (Grimsley, 2018).

Providing and maintaining CS is one of the challenges faced by most of the business especially hotel industry (Barsky, 1992). As mentioned above, there are some reasons that will affect the CS toward the hotel industry such as the service quality provided by hotel. Besides that, price can be considered as the vital factor that affect the CS's development (Getty & Thompson, 1995). This is because price is the important aspect in determining a customer's revisit intention and recommend such hotel to others or not.

In hotel industry, the CS can be measured according to the performance of three department which is reception, food and beverage, and

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housekeeping. These department play crucial roles in represent the hotel itself to satisfy the basic needs of customers (Gundersen, Heide, & Olsson, 1996). For instance, housekeeping represents a hotel's basic benefit based on the customer's perspective. The skills and efforts of housekeeping employees to provide superior service will have positive effect to CS. Moreover, service training necessary to provide for housekeeping employees in the hotel industry. This is because it able to improve the professionality of the staff and it help to create more CS towards that hotel (Kandampully & Suhartanto, 2000).

Last but not least, CS is considered as crucial aspect of market-oriented firm. Also, the purpose of achieve customer satisfaction is to expand the business, achieve a greater market share, and to obtain repeat business, in order to improved profitability. Furthermore, CS enable the hotel to gain more revenue and create positive impression toward the hotel. This is because the customer who are satisfy with the service, they will rate the ranking of the hotel as high and introduce the hotel to their friends with positively recommend (Thiumsak & Ruangkanjanases, 2016).

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2.4 Conceptual Framework

Figure 2.1: Service Climate Component
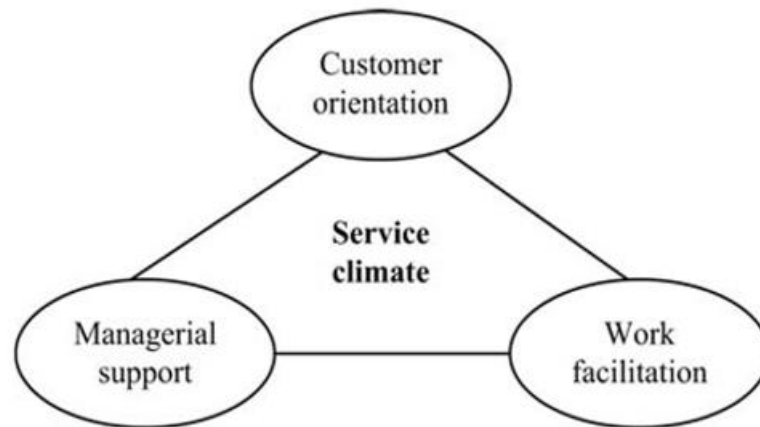
Adapted from: He et al. (2011). *Service climate, employee commitment and customer satisfaction: evidence from the hospitality industry in China.*

Referring to He et al. (2011) studies, there is three key components of service climate which is CO, MS and WF. Also, each component are independent as well as correlated.

Figure 2.2: Linkage between work environment, service climate and customer satisfaction
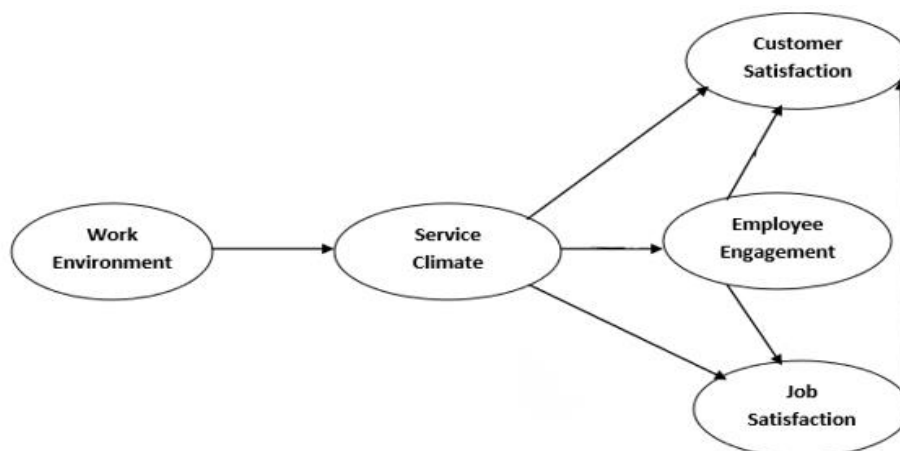
Adapted from: Ram, Swapna, and Prabhakar (2011). *Work environment, service climate, and customer satisfaction: Examining theoretical and empirical connection.*

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Based on Ram et al. (2011) studies, it show that service climate are direct impact on customer satisfaction.

Figure 2.3: Conceptual Framework for Service Climate
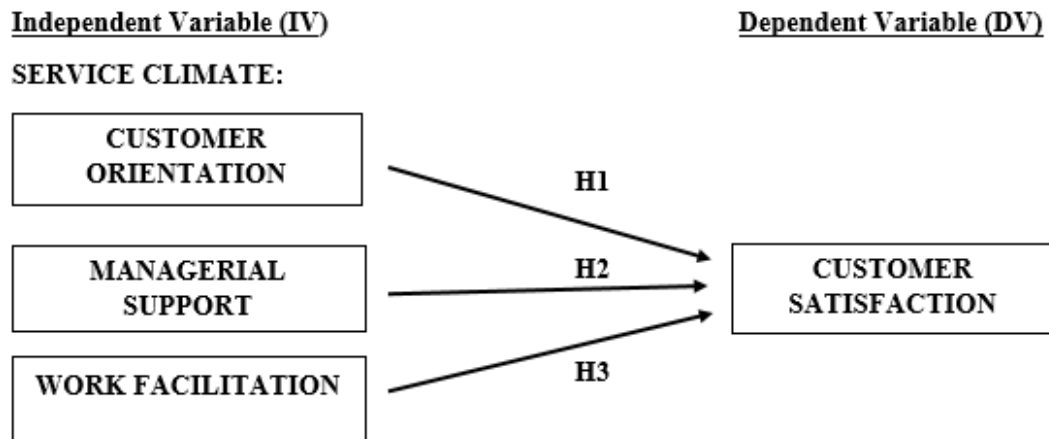
Source: Developed for research

The figure 2.1 and 2.2, we able to analyze how IV will influence DV. Meanwhile, we have come out 3 IV which is CO, MS, and WF. While, our dependent variable will be CS.

2.5 Hypothesis Development

2.5.1 Customer orientation

CO is important to achieving CS (Noordzij, 2013). Based on past studies, CO will directly influence CS. Besides, Company deliver different products or services to fulfil customer's need but they struggle to satisfy their customers (Bellou, 2010; Hawa, 2015). According to Mathe, Scott-Halsell, and Roseman (2016), CO is a method of evaluating an employee's attitude toward fulfilling customer's need. Likewise, CO are marketing practice that focus on solving customer's problem individually that to fulfil customer needs and make sure customer been satisfy (Lim & Ahmad, 2015). Specifically, Mohammed & Rashid (2012) mentioned that increasing CS and loyalty is the key purpose of customer-oriented behaviour. Besides that, most of the past studies supported that CO able to increase an organizational performances where, it's helped an organization to understand the customer's needs and deliver an appropriate service to satisfy them (Mohammed & Rashid, 2012; De Araujo et al., 2013). While hoteliers to enhance service experiences that will lead to positive view by customer on the quality of interaction based on service encounter between customers and employees so able to increase CS (Gazzoli, Hancer, & Kim, 2013; Mohammed & Rashid, 2012).

According to He et al. (2011), China hotels will placed some slogan on the wall which easily seen by customers such as "Customers are always right" to let customers think they are important to the hotels. Somehow, one of the ways to improve the hotel's service quality is promoting the front-liner to be customer-oriented (Azila, 2007). Therefore, the competency and behaviour of front-liner are strongly impact on CS as well as loyalty (De Araujo et al., 2013).

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On the other hand, applying customer-oriented culture in an organization make their employees better understand their customer's needs and wants (Kilic & Dursun, 2007). So, their employee will put more effort to provide a better quality service to the customer as they believe the organization are emphasize on customer service and overall CS will be achieved. Also, Tang (2014) mentioned that CO able help hotels to create a greater value by using customer feedback. Thus, the following hypothesis is developed:

H1: There is positive significant relationship between customer orientation and customer satisfaction in Perak hotel industry.

2.5.2 Managerial support

MS will influence the CS in hotel industry. It also may improve the commitment and performance of employees (He et al., 2011; Osman, Saha, & Alam, 2017). Managerial support refers to the support provided by the manager, such as providing flexible work schedules and understand employee's needs which able to establish a good relationship among the organization and employees (Jian, Wang, & Tong, 2016). It also included the supervisor's support and rewards fairly received by employees. So, employee will be highly motivated and simultaneously provide a good service to satisfy customer's needs (Kang & Busser, 2018; Gnanapala, 2014). According to Banker, Potter, and Srinivasan (2000), managers can provide clarity of job requirements, guideline and important work-related information for employees to make employee job easier. Based on Slatten (2009), it's highlighted the importance of MS as it is an important prerequisite for frontline's quality services. Thus, good levels of MS can build around excellent customer service when the employees feel happy and more likely to satisfy customer's needs (Rayton, 2006).

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As Karatepe (2012) mention that, satisfied employees with sufficient MS such as reward, advancement, and new skills development in hotel will play a crucial role in satisfying customer. Reward can either be financial or non-financial which able to attract and motivate employee to be committed on their job (Bustamam et al., 2014). Not only that, organizational support perception able make employees feel obligated to contribute and will influence them, if there is fairness of MS in the hotel (Bilgin & Demirer, 2012). Since the MS is a key factor for the hotel industry when provide available support when employees face the problem. Based on the Osman et al. (2017), the managers given supports and encouragement able to influence the employee commitments deliver high quality service to customers. So, the hypothesis is developed:

H2: There is positive significant relationship between managerial support and customer satisfaction in Perak hotel industry

2.5.3 Work facilitation

Based on previous studies, CS are influenced by WF in hotel industry (Manning, Shacklock, Bell, & Manning, 2012). Besides that, it can facilitate employees in providing good service quality to customers (Kang & Busser, 2018). Not only that, WF should be emphasized by the company's managers in order to encourage innovation and develop better customer service to satisfy customer's need such as power provision, training, organizational strategies, handbook, technology support and deliver a high quality services (Mokhtaran, Fakharyan, Jalilvand, & Mohebi, 2015). According to Kang (2014), the level of work facilitation will influence employee's attitudes to provide a better service quality for customers. Also, employees would prefer to work in safe environment and able to facilitate them with supportive

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working conditions in the hotel (Colakoglu, Culha, & Atay, 2010; Mmutle & Campus, 2017).

In addition, when employee faced with some problem or complaint, they could solve it by suitable policies, and procedures that will result a better service environment (Fung, Sharma, Wu, & Su, 2017). This is because a good work conditions will make the employees to complete their job well (Towler, Lezotte, & Burke, 2011). Therefore, if an organization provided training for their employees, they will be able to provide a better service quality and solve customer problem. So, customers will retain and revisit the hotel again (Rogg, Schmidt, Shull, & Schmitt, 2001). Based on Mikic and Dean (2006), improved service quality will contributes to overall customer's interest and delivery of CS through WF in hotel industry. Moreover, there is a past studies stated WF will impact on CS and lead to customer revisit intention (Sadeghi, Zandieh, Mohammadi, Yaghoubibijarboneh, & Vosta, 2017). Hence, the hypothesis is developed:

H3: There is positive significant relationship between work facilitation and customer satisfaction in Perak hotel industry.

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CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

Referring to Burn and Bush (2014), research design can define as a set of advance decisions that makes up as a blueprint to describe the way and process of collecting and analyzing necessary information for the research. In other words, it can be used to guides data collection and analysis.

3.1.1 Quantitative research

Quantitative research approach is a research methods that dealing with mathematical numbers which is measurable to explaining a phenomena in systematic way. Meanwhile, this approach focuses on collecting numerical data and generalizes it either in a group of people or a particular phenomenon (Muijs, 2011). By using this approach, we able to determine the linkage between service climate and customer satisfaction within a population. As the approach outcome is conducted based on larger sample size of the population's representatives (USC Libraries, 2016).

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3.1.2 Descriptive research

Descriptive research has been used in this research because it describes the related characteristics of a target population which being studied (Burn & Bush, 2014). Therefore, it adopted to discover the three determinants that influence customer satisfaction in Perak hotel sector.

3.2 Sampling Design

3.2.1 Target population

For this research, our target population is the 3 to 5-star hotel employees in Perak which comprised of 29 hotels accordance to leisure property stock Q4 2017 report (JPPH, 2017). So, this study will focus on 3 to 5-star Perak hotels front-liners which will have direct contact with customers.

3.2.2 Sampling location

The sampling location is at Perak state because there are various attractive destinations that attract visitors to Perak every year especially, it's been voted as the world top 10 region to visit in 2017 (Lonely Planet, 2017). Based on Ministry of Tourism and Culture Malaysia, those 3 to 5-star hotels are located at 10 different districts as provided in the table below:

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Table 3.1: 3 to 5-Star Hotels Rating Summary

Perak District	3-Star	4-Star	5-Star
Gerik	1	1	-
Ipoh	5	5	1
Kampar	2	-	-
Kinta	2	-	1
Kuala Kangsar	1	-	-
Lumut	2	1	1
Pulau Pangkor	2	1	-
Semanggol	1	-	-
Seri Iskander	1	-	-
Taiping	1	-	-
TOTAL	18	8	3

Source: *Rated Tourist Accommodation Premises 2018; Leisure Property Stock Report 2017*

3.2.3 Sampling element

The 3 to 5-star hotels front-liner in Perak because they can be the reason influence customers' satisfaction at the hotels. Front-liners is organization's representatives which will face and contact directly with customers such as concierge, waiters, valet parking driver, receptionist, housekeeper and service-desk staff (Varun & Bhargava, 2015)

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3.2.4 Sampling technique

In this study, the technique is using non-probability judgmental sampling. Hereby, sample is selected based on the researcher's knowledge or professional judgment (Explorable, 2009). Based on Etikan and Bala (2017), this technique is also based on researcher's judgment on who will provide the best resource to accomplish this study's objective. To make sure the respondents are the right representative of the interest's population, two criteria are been comply in consistent with past studies such as, Karatepe and Karadas (2015). Firstly, the respondents have to be front-liners who are directly face and contact with external customers. Secondly, it has to be full-time front-liners in the hotels. So, the questionnaire was distributed to those respondents that meet with the criteria.

3.2.5 Sampling size

Based on the past studies of Zhao (2009), The Rule of 150 recommended the sample size must be at between 150 to 300 respondents, while the Rule of 200 proposed the sample size must be at least 200 respondents. So, we selected 250 as the sample size for this study because Rule of 250 claimed 250 respondents are the desirable and accurate sample size. Before proceed to distribute questionnaires, there are set of 30 pilot test sample needed to test the questionnaire's reliability.

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3.3 Data Collection Methods

Data Collected method used in this research is primary data. We will distribute the questionnaire to the Perak Hotel's front-liner. In this study, CS data are collected from employee's perceptions. It is because customer feedback is more difficult to collect in unbiased form (He et al., 2011). Besides that, some of the previous study shown that employee insights toward CS is a way to interpret for actual CS (Davidson, 2003). Also, Schneider (1980) service climate studies were also conducted in similar way.

3.3.1 Primary data

Primary data can define as the methods to collect the data when the data do not exist in any form. According to Sekaran and Bougie (2016), data collection is an important stage because all the data from questionnaire can generate high credibility, accurate and reliable objective investigation. For this research, we had applied self-administered data collection method to collect the data where, it's required the hotel's front-liner to self-answering the questionnaire without researcher involvement. It can take advantages on better accessibility, wider coverage, and allow the respondents answer the questionnaire at own pace with guaranteed anonymously (Hair, Money, Samouel, & Page, 2007).

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3.3.2 Research instrument

The question created in the questionnaire was adopted from previous researchers. The fixed replacement question was used in the questionnaire which respondents were given particular question and limited options to answer questions. The respondents request to choose the nearest answer on their own perspective. By this ways, the data collected though respondents will be more accurate. The questionnaire printed in dual language which is English and Malay version to make sure respondents easy to comprehend.

For Section A, it's used to gather respondent's personal information such as gender, age, working experience, academic qualification, star rating of hotel, average working hours and salary per month. In this section, the questionnaire is set up as simple dichotomy and determinant choice for respondents to choose.

In Section B, the measurement is intent to identify the service climate through employee perspective. It's comprised of CO, MS, and WF. This survey used interval scale which is five-point Likert Scale methods to calculate the respondent agreement's level. Its scale from (1) strongly disagrees; (2) disagrees; (3) neutral; (4) agree; (5) strongly agree (Barua, 2013):

1: Questions about customer orientation consists of 8 questions.
2: Questions about managerial support consists of 7 questions.
3: Questions about work facilitation consists of 7 questions.

In Section C, its measure the customer satisfaction through employee perspective:

1: Questions about customer satisfaction consists of 3 questions.

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3.3.3 Source of origin structure

CONSTRUCT	ORIGIN OF SOURCE
Customer Orientation	• He et al. (2011) • Frambach et al. (2016)
Managerial Support	• Susskind, Kacmar and Borchgrevink (2007) • Cha and Borchgrevink (2014)
Work Facilitation	• Karatepe (2013) • Susskind et al.(2007) • Osman et al. (2017)
Customer Satisfaction	• He et al. (2011)

Source: Developed for research

3.3. Pilot Test

Before proceed to the actual survey, pilot test or known as "feasibility study" will be conducted in small scale to improve the internal validity, reliability and rectify the identified error in the questionnaire (Malhotra, 2003). Malhotra (2003) suggested that the pilot test sample size is 15-30 participants but it will increased substantially if involves several stages. So, we are taking the maximum number of participants which is 30 respondents from 3 to 5-star hotel's front-liners by face-to-face method.

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Table 3.2: Pilot Test Result

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.894440
Standardized	0.894406

Source: Developed for research

Referring to George and Mallery (2003) studies, Cronbach Alpha acceptable value is from 0.7 and the higher the better. From the pilot test result, that shown the Cronbach value is 0.894 which indicate the variables are reliable. Once the pilot test was done, we printed and distributed 250 sets of questionnaire.

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3.4 Data Processing

The collected data is processed and analysed according to the outline formulated for this purpose at the time of the formulation of the research plan (Kothari, 2004). The data was validating, editing, coding, transcribing and cleaning, which helps in data analysis the result for this study (Rudo, 2013).

3.4.1 Data validation

Data validation which can defined as a process that try to find out incomplete, faintness, illegible and inconsistent response, therefore if the question is unacceptable, the questionnaire will be strike out (Malhotra, 2008).

3.4.2 Data editing

Data editing is a process to that examines collected data to confirm does not have any errors and exclusions. If seen the mistake will be correct them immediately to make sure achieves data quality standards (Shukla, 2008). For example, the data editing is needed when some of respondents that tick at the incorrect place in the questionnaire or do not answer some of the question (Jambwa, 2003).

3.4.3 Data coding

The purpose of data coding is to observe the process of data-driven code, such as interviews, observations or surveys. These observations data can reveal the essence and meaning of data provided by respondents (ReadingCraze, 2014). Therefore, data researchers can confirm whether these concepts or ideas fit the category.

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3.4.4 Data transcribing

The data transcribing can define as a process following the data coding, where transfer the data collected into the computers and consistency checks to make sure the data is valid (Mazzocchi, 2008).

3.4.5 Data cleaning

The aim of data cleaning is increasing and controlling the quality of data. By verify and check the mistake from the data collected to improve the consistency of data. Therefore, SAS program is needed to find out the abnormal value of the variable.

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3.5 Data Analysis

Once the data has completely collected, we will proceed to next process which analysis the data. Besides, we will using SAS Enterprise Guide 9.4 software to analyse the collected data for this research.

3.5.1 Descriptive analysis

Based on Burn and Bush (2014), descriptive analysis will be used by marketing researcher's description sample dataset to depict "typical" respondents and reveal the commonness pattern of response. In other words, it describes the data basic finding in the study. Also, its involved mode, median, mean, frequency distribution, range, coefficient of variation and standard deviation. Not only that, it will become the fundamental for subsequent analysis.

3.5.2 Scale measurement

3.5.2.1 Reliability test

According to Malhotra, Birks, and Nunan (2017), reliability of test is adopted to measure the degree to which the consistency level of the research result if repetitive measurement are made. So, we used the Cronbach's Alpha Coefficient as the measurement tools to determine the internal consistency result. Hence, the relationship

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between IV and DV is able to be tested with Cronbach Alpha (Joppe, 2000). Also, it's commonly ranges between 0 and 1. Thus, the acceptable value is 0.7 and higher (Heale & Twycross, 2015). Based on George and Mallery (2003), the Cronbach Alpha Coefficient rules of thumb are provided as table 3.3.

Table 3.3: Cronbach Alpha Coefficient's Rule of Thumb Range

Cronbach Alpha	Internal Consistency
>0.9	Excellent
>0.8	Good
>0.7	Acceptable
>0.6	Questionable
>0.5	Poor
<0.5	Unacceptable

Source: George and Mallery (2003). *SPSS for window Step by Step*

3.5.3 Inferential analysis

3.5.3.1 Pearson Correlation analysis

Pearson Correlation Coefficient (r) is a method to investigate the strength of association between IV and DV (Wang, 2013). According to Burn and Bush (2014), it's range between -1.0 to +1.0. Also, the +1.0 or -1.0 value indicates that there are some systematic association between the variables. While, zero value indicates there is no systematic association between the variable. The rules of thumb regarding Pearson Correlation Coefficient are provided as follow:

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Table 3.4: Correlation Coefficient's Rule of Thumb Range

Correlation Coefficient	Strength of Association
±0.81 to ±1.00	Very Strong
±0.61 to ±0.80	Strong
±0.41 to ±0.60	Moderate
±0.21 to ±0.40	Weak
±0.00 to ±0.20	None

Source: Hair, Bush, and Ortinau (2003). *Markerting research: within a changing information environment (2nd ed)*

3.5.3.2 Multiple Linear Regression

According to Zikmund and Babin (2015), multiple regressions are conducted to analyse the influence of one or more IV with DV at the same time. The formula equation is stated as follow:

$$Y = a + b1X1 + b2X2 + b3X3 + \ldots + bkXk$$

So, the equation of multiple regression analysis for this research study show as below:

$$CS = a + b1(CO) + b2(WF) + b3(MS)$$

Let say,

CS = Customer Satisfaction

A = Constant

CO = Customer Orientation

WF = Work Facilitation

MS = Managerial Support

3.5.3.3 Multi-Collinearity

Multi-collinearity is a phenomenon to shown the relationship between two or more variable in multiple regression (Gregory, 2017). Hence, Daoud (2017) stated that if there is low multicollinearity, sometimes it will bring big problem. Somehow, if the multicollinearity is moderate or high, the problem will be resolve. Also, fail to detect and report multi-collinearity will result in misleading this study result's interpretation (Vatcheva, 2016).

3.6 Conclusion

In a nutshell, this chapter will become a blueprint for next chapter where it describes as guidelines which comprise of the research design, sampling design, data collection method and proposed data analysis tools for this research study. So, the collected data will analyse in next chapter by SAS software.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

Table 4.0: Acceptable Questionnaires

Set of Questionnaires	Frequency	Percentage
All	250	100
Accept	237	94.8
Reject	13	5.2

Source: Developed for research

There are 250 sets of questionnaires been distributed, but only 237 sets of questionnaires is usable and valid for this study while, another 13 sets of questionnaires was rejected. Also, all the calculation part was analysed by using SAS software.

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4.1 Descriptive Analysis

4.1.1 Respondent demographic profile

Table 4.1: Gender

Gender	Frequency	Percentage
Male	116	48.95
Female	121	51.05
Total	237	100

Source: Developed for research

The table 4.1 shows participated gender in this study. In this study, there is 237 respondents which comprise of 116 Male respondents (48.95%) and 121 Female respondents (51.05%).

Table 4.2: Age

Age	Frequency	Percentage
18-25 years old	66	27.85
26-35 years old	107	45.15
36-45 years old	41	17.30
46-55 years old	16	6.75
Over 55 years old	7	2.95
Total	237	100

Source: Developed for research

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Based on Table 4.2 the respondents mostly come from age group 26-35 years old where, it comprises of 107 respondents (45.15%). It was followed by 66 respondents (27.85%) from age group 18-25 years old, 41 respondents (17.30%) from age group 36-45 years old, 16 respondents (6.75%) from age group 46-55 years old. Lastly, the age group above 55 years old had the lowest respondents in this study which is 7 respondents (2.95%).

Table 4.3: Working Experience

Working Experience	Frequency	Percentage
Less than 6 months	36	15.19
6 months- 1 years	43	18.14
1-3 years	81	34.18
3-5 years	32	13.50
5 year above	45	18.99
Total	237	100

Source: Developed for research

The respondent's working experience in current hotel is illustrated in table 4.3. The highest years of respondent's working experience is 1-3 years in current hotel which had 81 respondents (34.18%). Moreover, respondent's working experience above 5 years in current hotel has 45 respondents (18.99%) and followed by arounds 6 months-1 year which is 43 respondents (18.14%). While, respondent's working experience less than 6 months in current hotel had 36 respondents (15.19%) and only have 32 respondents (13.5%) working experience is in between 3-5 years in current hotel.

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Table 4.4: Highest Academic Qualification

Academic Qualification	Frequency	Percentage
PMR	1	0.42
SPM	78	32.91
STPM/ A-Level/ Diploma/ Foundation	127	53.59
Degree	31	13.08
Total	237	100

Source: Developed for research

The result had shown the respondent's highest academic qualification in Table 4.4. The level of education can be divided into four levels. Most of the respondents had STPM, A-Level, Diploma or Foundation level academic qualification where it comprised of 127 respondents (53.59%). Besides, there are 78 respondents (32.91%) had SPM academic qualification and it was followed by the degree qualification which had 31 respondents (13.08%) while there are only one respondent hold the PMR qualifications.

Table 4.5: Current Working Hotel Rating

Current Working Hotel Rating	Frequency	Percentage
Three Star	86	36.29
Four Star	99	41.77
Five Star	52	21.91
Total	237	100

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Source: Developed for research

Referring to the result above, it shows most of the respondents is come from four star hotels and it comprised of 99 respondents (41.77%) and five star hotel's respondents had the least participation which had 52 respondents (21.94%). Therefore, only 86 respondents are come from three star hotel (36.29%).

Table 4.6: Average Working Hours per Day

Average Working Hours	Frequency	Percentage
Less than 8 hours	10	4.22
8-10 hours	201	84.81
10-12 hours	26	10.97
Total	237	100

Source: Developed for research

Table 4.6 show the average respondent's working hours in daily. There is 201 respondents (84.81%) in average worked about 8-10 hours. While, 26 respondents (10.97%) in average worked about 10-12 hours and only 10 respondents (4.22%) worked less than 8 hours.

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Table 4.7: Monthly Income

Monthly Income	Frequency	Percentage
Less than RM1200	42	17.72
RM1201-RM2000	150	63.29
RM2001-RM3000	36	15.19
RM3000 above	9	3.8
Total	237	100

Source: Developed for research

Table 4.7 shows the respondent's monthly income. The result show that most of the respondent's monthly income is in between RM1201-RM2000 which is 150 respondents (63.29%). It followed by 42 respondents (17.72%) which had less than RM1200 while, 36 respondents (15.19%) had between RM2001-RM3000. There is only 9 respondents (3.8%) had the monthly income above RM 3000.

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4.1.2 Central tendencies measurement of constructs

Table 4.8: Central Tendencies Summary

Variable		Mean	Standard Deviation
Dependent Variable			
Customer Satisfaction (CS)	CS1	3.94093	0.71655
	CS2	3.95359	0.77703
	CS3	4.00422	0.78383
Independent Variable			
Customer Orientation (CO)	CO1	3.86920	0.71588
	CO2	3.95781	0.74099
	CO3	4.00844	0.75908
	CO4	3.93671	0.70124
	CO5	3.83122	0.73430
	CO6	3.88186	0.74984
	CO7	4.02532	0.73024
	CO8	3.85654	0.76779
Managerial Support (MS)	MS1	3.83966	0.78088
	MS2	3.79747	0.74867
	MS3	3.72152	0.83772
	MS4	3.79325	0.75034
	MS5	3.67089	0.77659
	MS6	3.69620	0.77604
	MS7	3.56540	0.79787
Work Facilitation	WF1	3.72152	0.87726
	WF2	3.62025	0.84328
	WF3	3.76793	0.84932
	WF4	3.79747	0.84442
	WF5	3.68776	0.89465
	WF6	3.83966	0.86824
	WF7	3.27848	0.93795

Source: Developed for research

Table 4.8 indicates the means and standard deviation (SD) of all 25 survey items derived from a DV and three IVs. For the Mean, all the items depict the value of higher than 3 and it's clearly show that majority of respondents are "agree" with the items in the variable. Among the variables, CO7 is the highest mean value which is 4.02532 and WF7 is the lowest mean value (3.27848). Not only that, most of the items are ranged around 3.27848 to

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3.95781 but only CS3, CO3 and CO7 are ranged at 4.00422, 4.00844 and 4.02532 respectively.

Furthermore, the SD are ranged from 0.70124 (CO4) to 0.93795 (WF7). Besides that, there is 17 items are ranged around 0.7 while, 7 items ranged around 0.8 and 1 items ranged around 0.9.

4.2 Scale Measurement: Reliability Test

Table 4.9: Cronbach's Alpha

Variable	Construct	Cronbach's Alpha	No. of Item
Independent Variable	Customer Orientation	0.891146	8
	Managerial Support	0.913001	7
	Work Facilitation	0.916215	7
Dependent Variable	Customer Satisfaction	0.891618	3

Source: Developed for research

Refer to Sekaran and Bougie (2016) studies, if Cronbach's Alpha below 0.7 is considered poor, acceptable when over 0.7 and above 0.8 is considered good. Table 4.9 shown that all IV and DV are above acceptable range which in range of 0.891146 to 0.916215. Based on the result above, all variable are considered good and reliable.

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4.3 Inferential Analysis

4.3.1 Pearson Correlation analysis

Table 4.10: Pearson Correlation Analysis

	Mean_CO	Mean_MS	Mean_WF	Mean_CS
Mean_CO	1.00000			
Mean_MS	0.67380 <0.0001	1.00000		
Mean_WF	0.71826 <0.0001	0.72399 <0.0001	1.00000	
Mean_CS	0.60184 <0.0001	0.51279 <0.0001	0.65120 <0.0001	1.00000

Source: Developed for research

Based on table 4.10, the result shows that all IV are positively correlated with DV. WF has a strong relationship with CS (r=0.65120) where, it is in between of 0.61 to 0.80. While, CO (r=0.60184) and MS (r=0.51279) had a moderated relationship with CS as it is in between 0.41 to 0.60.

In addition, the strongest relationship between the IV is WF and MS (r=0.72399, p<0.0001). The weakest relationship between the IV is MS and CO (r=0.67380, p<0.0001). In short, there is adequate relationship between IV and DV in this study.

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4.3.2 Multi-collinearity

Table 4.11: Multi-Collinearity

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	t Vale	Pr> [t]	Tolerance	Variance Inflation
Intercept	1	1.01795	0.24236	4.20	<0.0001		0
Mean_CO	1	0.34450	0.09042	3.81	0.43440	0.43440	2.30201
Mean_MS	1	-0.00326	0.08000	-.0.04	0.42698	0.42698	2.34202
Mean_WF	1	0.43822	0.07548	5.81	0.37859	0.37859	2.64139

Source: Developed for research

As mentioned earlier, Multi-collinearity is a statistical to measure the relationship between two or more than two variables in a Multiple Linear Regression model (Adeboye, Fagoyinbo, & Olatayo, 2014). By using simulated data, we have verified that how different degrees of multi-collinearity between IV in multiple linear regression models affected the parameter estimates of the predictors variables in the model and also standard errors. According to table 4.11, we found that the Variance Inflation Factor (VIF) of CO was 2.30201, which considered as moderated correlated as the predictor in this study because the result is less than 5 but more than 1. This situation also happens in following predictor, the VIF of MS and WF was 2.34202 and 2.64139 in the VIF calculation. In a simple word, we can conclude overall of the predictors in this study were considered as moderately.

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4.3.3 Multiple Regression analysis

Table 4.12: Multiple Regression Analysis

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Vale	Pr> [t]
Intercept	1	1.01795	0.24236	4.20	<0.0001
Mean_CO	1	0.34450	0.09042	3.81	0.43440
Mean_MS	1	-0.00326	0.08000	-.0.04	0.42698
Mean_WF	1	0.43822	0.07548	5.81	0.37859

Source: Developed for research

The result show that the relationship on IV to DV on the Table 4.2. When the p-value of variable is less than significance level 0.05, null hypothesis has enough evidence to reject (Frost, 2017). Thus, Table 4.12 demonstrate that the relationship between CO, MS and WF with CS. The most influence of IV was WF that has 0.43822, it means increasing 1 unit on WF will increase 0.43822 units on CS, when others IV is remain unchanged. It followed by CO (0.34450) with the significance probability associated with (Pr>|t|) of <0.0001 which P-value <0.05. While, one of the IV which is MS p-value, -0.00326 is less than alpha value 0.05 so, that mean negative relationships toward DV and null hypothesis should reject. Table 4.12 indicate all the IV except MS was positive relationships toward DV.

The results shows p-value of IV has only one more than $\alpha = 0.05$, the multiple regression equation forms:

Y= 1.01795 + 0.34450 (CO) – 0.00326 (MS) +0.443822 (WF)

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4.4 Conclusion

From this research, we had used SAS software to calculate the result and the result shown that the significant relationship between CO and WF towards the CS in Perak Hotel industry are showing the positive relationship in this study. But we also realize that there is no significant relationship between MS and CS in Perak Hotel industries. So, MS will reject in this study and the following chapter will further discuss about this issue.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Summary of Hypothesis Analysis Result

Table 5.1: Summary of Hypothesis Testing Result

HYPOTHESIS	P-VALUE	RESULT
H1: There is significant relationship between CO and CS in Perak hotel industry.	0.0002	Significant
H1: There is non-significant relationship between MS and CS in Perak hotel industry.	0.9675	Non-significant
H1: There is significant relationship between WF and CS in Perak hotel industry.	<.0001	Significant

Source: Developed for research

5.1 Discussion of Major Findings

H1: There is a significant relationship between customer orientation and customer satisfaction in Perak hotel industry.

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This result can be further sustained with previous study from He et al. (2011) as this literature proved that CO had a direct influence on CS. The front-liners can influence the job satisfaction by CO and will link to CS (Rod & Ashill, 2010; Homburg & Stock, 2004). Based on Hawa (2015), employees who had customer-oriented behavior can be strong assets for an organization. As a result, it is encourage an organization to understand and satisfy the customer's need by create superior value for customers.

H2: There is no significant relationship between managerial support and customer satisfaction in Perak hotel industry

In this research, the relationship between MS and CS is not significant relationship because most of the employee feel that they do not received sufficient MS such as reward, encouragement, motivation, appraisal and support in the workplace. In the research we found that there is lack of focus on MS for employee in their workplace especially in Asian countries (Evans-Lacko & Knapp, 2018). Based on the Switzer, Nagy, and Mullins (2005), this research also shown that most of the subordinates feel MS is less significant than WF which seem no relation with CS. Sometimes, an employees' job performance will be influenced by MS especially when they did not received enough support from their superior (Abou-Moghli, 2015). Not only that, some of the superior does not provide sufficient support to their employees because there is a study proved that employees will feel stress and uncomfortable when they have received support from their superior in the workplace. So, this issue become the reason why there is no significant relationship between this 2 variable in Perak hotel industry (Kim, Hur, Moon, & Jun, 2017).

H3: There is a significant relationship between work facilitation and customer satisfaction in Perak hotel industry

The result showed that WF has a significant relationship with CS. The WF can influence employees to deliver quality of service for customer that related to CS in hotel industry (Fung et al., 2017; Manning et al., 2012). Employees through the WF

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such as training and received support from colleagues, able to be more efficient and effective to serve customers in order to fulfil CS (He et al., 2011).

5.2 Implication of the Study

5.3.1 Managerial implication

This study might contribute some managerial implications for the hotel industry where it makes those organisations to pay closely attention towards service climate which had impacted on the CS (Yang & Wang, 2010). This is because there are three service climate factors (CO, MS and WF) involve in this study that influence employees satisfaction to fulfil the CS. Based on the study result, we found that hoteliers need to emphasize more on CO and WF which had positive impact on their CS.

5.2.1.1 Customer orientation

As mentioned earlier, we found that CO has been proven a direct influence on CS. This means that employees who had customer-oriented behaviour tend to satisfy their customers because their behaviour when serving customer will affect the overall customer experiences (Hennig-Thurau, 2004). Mostly, the CO relies on the effort from front-liner engagement (Chih, Yang, Huang, & Hsu 2009). Also, it was important for service industry employees especially front-liners as they always had the direct contact with customers. So, services provider had to providing the best quality of service and always keep update the changing information for the customers. Besides, the front-liners also need to understanding the

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customer's need and put it as priority when serving the customer. Since customer needs will change over the time, feedback form can be used to track customer's desire and provide a better service for them.

5.2.1.2 Work facilitation

WF also had direct influence on CS. When hoteliers provided sufficient training for their employees, it will enhance a better service quality to satisfy the customers (Hartline & Ferrell, 1996). Trained the staffs to provide professional services to customers and they have the ability to resolve emergencies immediately. Besides, services provider has to provide enough resources to their employees especially front-liners to provide better quality of services. This is because front-liners is the one who will always interact with customer directly in the hotel. Also, colleague supports are needed as well where it will create a better service environment for each other and encourage each other to provide better quality of service towards the customers (Stewart, 2013).

5.2.1.3 Managerial support

In this study, we found that the MS has less effect on CS. As mentioned early, the meaning of MS is the support from the employee's superiors and rewards from superiors (He et al., 2011). When the superiors provides the support and rewards to satisfy the employee, the employees will indirect satisfy the customer needs. However, we realize that hotel's employee will receive their reward differently based on their working position. For

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example, when we collect back the questionnaire from employee, we found that majority of the hotel's waiter or waitress were disagree about the statement of MS, compare to most of the receptionist were agree about this statement. So, hotelier need to serve each subordinates fairly no matter they are working as which position in hotel. The hotel's superiors need to provide the important work-related information and guidance to their subordinates to make their job become easier in order to deliver better quality of service to their customer. Besides, superiors also need to spend more time on the ground to support their employees in service activities because superiors can immediately to help the employee solve the problem and motivate their employee when they are facing problem during serving the customer or any working areas.

5.2.2 Theoretical implications

Figure 5.1: Social exchange theory in hotel
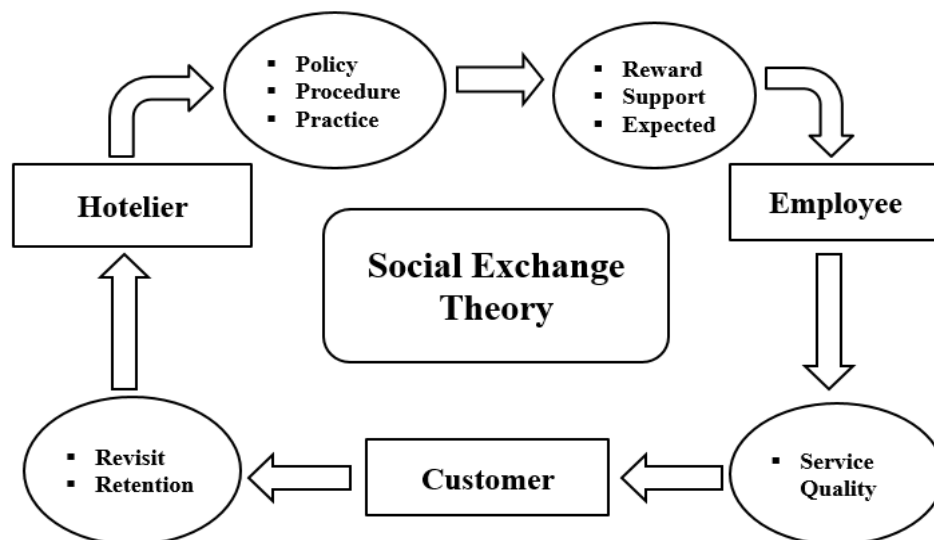
Source: Developed for research

After review the past study, we found that there are lack of researchers applied SET in hotel industry. However, SET had existed early in the hotel

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industry but most of the people do not aware on this. Therefore, we applied this theory into service climate to link with Perak hotel industry that included hotelier, employees and customers. At picture above, hotelier provides the policy; procedure and practice towards the employees to ensure them improve their service standard to fulfil the customer satisfaction (Johnson, 1996). From the employee perspective, they will show their responsibility and obligation to provide superior service to their customers once they had received reward, support and expectation from the company. Consequently, the high customer satisfaction will enable the company to earn more profit in the future because the customers will show their revisit intention towards such hotel when they had received the better quality of service by hotel's employees (Philip, 1994). Not only hotelier can provide this kind of support to the employee, superiors themselves can also act like an hoteliers to provide rewards and support by personally in order to satisfy their subordinates. When those employee have been satisfied, they will perform their job well in the workplace and deliver better service to the customer. Therefore, SET occur not only on the hotelier, but also occur on superior themselves. Last but not least, SET is very useful in this study because it analyse the benefit and cost of both parties (Cherry, 2018). So, this study are not only encourage the hotel industry pay attention toward the service climate but also help future researchers to reduce the gap of research between service climate and customer satisfaction.

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5.3 Limitation of this Study

Firstly, this study limitation is the data that we collected from the targeted respondent do not represent whole employee's perception in Perak's hotel industry. As mentioned earlier, the hotel that we targeted for this research is 3 Star to 5 Star. However, the perceptions from these employees are not encouraged to represent whole hotel employee's perception in whole Perak hotel industry. This is because there are different perception of employees towards the service climate and customer satisfaction from budget hotel, 1 Star hotel and 2 Star hotel. So this becomes the limitation of the study.

Secondly, the perception bias among the employee towards their superior can be a limitation for this study. As mentioned earlier, there are majority of the hotel's waiter or waitress were disagree about the statement of managerial support compare to hotel's receptionist. This issues occur due to the perception bias among the employees towards their superior. Not only that, because judgmental sampling technique have used in this study to distribute and gather the questionnaire. So, we unable to get more accurate data based on each working position which may had the possibility of giving the questionnaire to lower position employees.

The third limitation that we found in this study is there are only 3 IV and 1 DV in this research. However, we found that there are only one of the IV that do not have direct impact towards our DV which is Managerial Support. Somehow, we may had different result if there exist a mediator in between MS and CS in this research.

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5.4 Recommendation for This Study

To tackle the limitation of this study, we suggest future researchers to conduct service climate study from budget hotel, and 1 to 5-Star Perak hotel's employees to enhance more reliability study on Perak hotel industry. As mentioned earlier, the employee's perception from different rated hotel may have different result which had been mentioned in the past studies such as He et al. (2011). So, if the conducted studies on other rated hotels, it will provide more generalization perception on Perak employee's hotel industry.

Next, we suggested future researchers to use quota or stratified sampling technique for this study. By doing so, it could make this research become fairer and had a more consistent perception among all the front-liners. Not only that, future researchers are also suggested to add-in "working positions" on the descriptive analysis part. So, they can set certain percentage of number for each position of front-liners in answering the questionnaire to get more generalization perception among the front-liners of a hotels.

Last but not least, Managerial Support been rejected in this study because it do not direct impact on customer satisfaction. Somehow, mediator are suggested to be added on managerial support which will indirect influence on customer satisfaction. This can be supported with similar past studies in hotel industry such as He et al. (2011). In the past studies, employee's commitment as mediator of managerial support. It means managerial support solely are not enough to ensure the employees able to satisfy customers unless the employees had commitment on the organisation. So, managerial support will need a mediator to have direct impact on customer satisfaction in hotel industry.

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5.5 Conclusion

In the nutshell, this study had successfully reach the objective we had set which to study the relationship between service climate with customer satisfaction. Although one of the independent variable (managerial support) shows no direct impact on customer satisfaction but we suggested to add-in mediator to strengthen the relationship between the variable with customer satisfaction which able to be proven in previous studies. In fact, this studies will provide insight on the importance of service climate which able to have impact on customer satisfaction in hotel industry.

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APPENDICES

Appendix A: Certificate Letter.

UNIVERSITI TUNKU ABDUL RAHMAN

Wholly Owned by UTAR Education Foundation (Company No. 578227 M)

1ˢᵗ June 2018

To Whom It May Concern

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Marketing (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

Name of Student	Student ID
H'ng Chun Siang	16ABB00077
Khor Kok Tiang	16ABB00725
Tan Jih Yuan	16ABB00742
Yap Gah Yee	14ABB06736

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

....
Mr Choy Johnn Yee
Head of Department
Faculty of Business and Finance
Email: choyjy@utar.edu.my

....
Ms Yip Yen San
Supervisor
Faculty of Business and Finance
Email: yipys@utar.edu.my

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Appendix B (English version Questionnaire)

UNIVERSITI TUNKU ABDUL RAHMAN
(KAMPAR CAMPUS)

FACULTY OF BUSINESS AND FINANCE

LINKING SERVICE CLIMATE WITH CUSTOMER SATISFACTION IN PERAK HOTEL INDUSTRY: A STUDY FROM SERVICE PROVIDER PERSPECTIVE

Service climate definition: The perception of the employees regarding the company's policies, practices, procedures and the behaviour which will be rewarded, supported, as well as the expected customer service and quality.

Dear Respondents,

We are final year undergraduate students from Universiti Tunku Abdul Rahman (UTAR) Perak Campus and pursuing the degree in Bachelor of Marketing (Hons). For your information, we are conducting research regarding the "*linking of service climate with customer satisfaction in Perak hotel industry*". This survey is conducted as a part of the requirement to complete our final year research projects. Therefore, we would like to invite you to participate in our research and all the responses will strictly remain confidential and only employed for research purpose only.

This survey contains only three (3) sections and it will take you approximately 10 to 15 minutes to complete it. Kindly answer all the questions to the best of your knowledge. We appreciate your cooperation and precious time to complete this questionnaire. Once again, thanks for your effort in this important endeavour.

Sincerely,

H'ng Chun Siang   16ABB00077

Khor Kok Tiang   16ABB00725

Tan Jih Yuan   16ABB00742

Yap Gah Yee   14ABB06736

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SECTION A: DEMOGRAPHIC PROFILE

In this section, we would like you to provide some background information in brief. Please **TICK** (✔) the most appropriate answer and it will remain confidential.

1. Gender:

○ Male

○ Female

2. Age:

○ 18-25 years old

○ 26-35 years old

○ 36-45 years old

○ 46-55 years old

○ Over 55 years old

3. Working experience in this hotel:

○ Less than 6 months

○ 6 months -1 years

○ 1-3 years

○ 3-5 years

○ 5 years above

4. Highest Academic Qualification:

○ PMR

○ SPM

○ STPM/ A-Level/ Diploma/ Foundation

○ Degree

○ Others: _____

_____

5. Currently working in…

○ 3 Star Hotel

○ 4 Star Hotel

○ 5 Star Hotel

6. Average working hours per day:

○ Less than 8 hours

○ 8 hours – 10 hours

○ 10 hours – 12 hours

○ 12 hours above

7. Monthly income:

○ Less than RM 1200

○ RM 1201 - RM 2000

○ RM 2001 – RM 3000

○ RM 3000 above

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SECTION B: SERVICE CLIMATE

In this section, we would like to seek your opinion regarding the service climate of your hotels. Please **CIRCLE** the best answer to indicate your opinion with each statement based on the 5 point scale *[Strongly Disagree (S.D.A) = 1; Disagree (D) = 2; Neutral (N) = 3; Agree (A) = 4; Strongly Agree (S.A) = 5].*

NO	STATEMENT	S.D.A	D	N	A	S.A
CO1	I had clear ideas about customer's need.	1	2	3	4	5
CO2	I focus on providing the best quality of service for customers.	1	2	3	4	5
CO3	I will inform customers the up-to-date changes in our services which will affect them.	1	2	3	4	5
CO4	I always react to the customer's feedback quickly.	1	2	3	4	5
CO5	I am strongly customer committed.	1	2	3	4	5
CO6	I had created value for customers in daily activity.	1	2	3	4	5
CO7	Customer satisfaction is our basic objective.	1	2	3	4	5
CO8	Customer's evaluation informed us regarding the quality of service we delivered.	1	2	3	4	5
NO	STATEMENT	S.D.A	D	N	A	S.A
MS1	My superior is very supportive in performing my service duty.	1	2	3	4	5
MS2	My superior provides me with the important work-related information and guidance to make my job easier.	1	2	3	4	5
MS3	My superior frequently spends time on the ground to assist me in service activities.	1	2	3	4	5
MS4	When problem arises during service, my superior will help me to solve it.	1	2	3	4	5
MS5	I will be rewarded fairly based on customer evaluation by my superior.	1	2	3	4	5
MS6	I will be rewarded fairly when serve the customer well by my superior.	1	2	3	4	5
MS7	I will be rewarded fairly when able deal with customer problem effectively by my superior.	1	2	3	4	5

NO	STATEMENT	S.D.A	D	N	A	S.A
WF1	I have attended continuous training to deliver a high quality services.	1	2	3	4	5
WF2	I had receive extensive training in customer service beforehand to face customers.	1	2	3	4	5
WF3	I have been trained to serve customer better.	1	2	3	4	5
WF4	I have been trained to deal with customer complaint and problems.	1	2	3	4	5
WF5	I able to access to the product and policy information while I need it to get my job done.	1	2	3	4	5
WF6	I have received sufficient support from my colleagues to complete the job well.	1	2	3	4	5
WF7	I have the handbook and resource materials that I needed to aid my job.	1	2	3	4	5

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SECTION C: CUSTOMER SATISFACTION

For this section, we would like to seek your opinion on customer satisfaction. Please
CIRCLE the best answer to indicate your opinion with each statement based on the
5 point scale *[Strongly Disagree (S.D.A) = 1; Disagree (D) = 2; Neutral (N) = 3;
Agree (A) = 4; Strongly Agree (S.A) = 5].*

NO	STATEMENT	S.D.A	D	N	A	S.A
CS1	I think our customer been satisfied with the service we delivered.	1	2	3	4	5
CS2	I think our customer had received a high quality of service in our hotel.	1	2	3	4	5
CS3	I think our customers feel enjoy in our hotel.	1	2	3	4	5

Thank you for your cooperation and precious time!

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Appendix B (Bahasa Malaysia version Questionnaire)

UNIVERSITI TUNKU ABDUL RAHMAN
(KAMPUS KAMPAR)

FAKULTI PERNIAGAAN DAN KEWANGAN

MENGAITKAN IKLIM PERKHIDMATAN DENGAN KEPUASAN PELANGGAN DI PERAK HOTEL INDUSTRI: KAJIAN DARIPADA PERSPEKTIF PENYEDIA PERKHIDMATAN

Definisi perkhidmatan iklim: Persepsi pekerja terhadap polisi syarikat, amalan, prosedur dan tingkah laku yang akan diberi ganjaran, sokongan, serta kualiti perkhidmatan pelanggan yang dijangka.

Responden yang dihormati,

Kami adalah mahasiswa dan mahasiswi dari Universiti Tunku Abdul Rahman (UTAR) Kampus Perak yang mengikuti Ijazah Sarjana Muda Pemasaran (Kepujian). Untuk pengetahuan anda, kami sedang menjalankan penyelidikan mengenai *"mengaitkan iklim perkhidmatan dengan kepuasan pelanggan di Perak hotel industri"*. Tinjauan ini dilaksanakan sebagai sebahagian daripada kewajipan bagi menyiapkan projek-projek penyelidikan tahun akhir kami. Oleh itu, kami ingin menjemput anda untuk mengambil bahagian dalam penyelidikan kami dan semua respon anda akan disulitkan dan hanya digunakan untuk tujuan pengajian sahaja.

Soal kaji selidik ini mengandungi tiga (3) bahagian dan akan mengambil anda kira-kira 10 hingga 15 minit untuk menyiapkannya. Sila jawab semua soalan berikut dengan pengetahuan anda. Kami menghargai kerjasama anda dan juga masa yang diluangkan untuk melengkapkan soal kaji selidik ini. Sekali lagi, ribuan terima kasih diucapkan kepada anda.

Yang benar,

H'ng Chun Siang   16ABB00077

Khor Kok Tiang   16ABB00725

Tan Jih Yuan   16ABB00742

Yap Gah Yee   14ABB06736

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BAHAGIAN A: PROFIL DEMOGRAFI

Dalam seksyen ini, anda diminta untuk memberikan beberapa maklumat latar belakang anda secara ringkas. Sila TANDA (✔) pada jawapan yang paling sesuai dan semua jawapan akan dikekal sulit.

1. Jantina:

○ Lelaki

○ Perempuan

2. Umur:

○ 18-25 tahun

○ 26-35 tahun

○ 36-45 tahun

○ 46-55 tahun

○ 55 tahun ke atas

3. Pengalaman bekerja di hotel ini:

○ Kurang daripada 6 bulan

○ 6 bulan -1 tahun

○ 1-3 tahun

○ 3-5 tahun

○ 5 tahun ke atas

4. Kelayakan Akademik Tertinggi:

○ PMR

○ SPM

○ STPM / A-Level / Diploma / Asasi

○ Ijazah

○ Lain-lain: _____

_____

5. Saya bekerja di...

○ Hotel 3 Bintang

○ Hotel 4 Bintang

○ Hotel 5 Bintang

6. Purata waktu bekerja setiap hari:

○ Kurang daripada 8 jam

○ 8 jam - 10 jam

○ 10 jam - 12 jam

○ 12 jam ke atas

7. Pendapatan bulanan:

○ Kurang daripada RM 1200

○ RM 1201 - RM 2000

○ RM 2001 - RM 3000

○ RM 3000 ke atas

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SEKSYEN B: IKLIM PERKHIDMATAN

Dalam seksyen ini, kami ingin mendapatkan pandangan anda mengenai iklim perkhidmatan dalam hotel anda. Sila bulatkan jawapan yang terbaik bagi menunjukkan pendapat anda terhadap setiap pernyataan berdasarkan skala 5 mata [Sangat tidak setuju (STS) = 1; Tidak setuju (TS) = 2; Neutral (N) = 3; Setuju (S) = 4; Sangat Setuju (SS) = 5].

NO	KENYATAAN	STS	TS	N	S	SS
CO1	Saya mempunyai idea yang jelas mengenai keperluan pelanggan.	1	2	3	4	5
CO2	Saya fokus menyediakan kualiti perkhidmatan yang terbaik untuk pelanggan.	1	2	3	4	5
CO3	Saya akan memaklumkan perubahan terkini dalam perkhidmatan kami kepada pelanggan yang akan mendatangkan kesan terhadap mereka.	1	2	3	4	5
CO4	Saya sentiasa bertindak balas terhadap maklum balas yang diberi oleh pelanggan kami dengan cepat.	1	2	3	4	5
CO5	Saya sangat komited terhadap pelanggan.	1	2	3	4	5
CO6	Saya telah mewujudkan nilai kepada pelanggan kami dalam kegiatan seharian.	1	2	3	4	5
CO7	Kepuasan pelanggan adalah matlamat asas kami.	1	2	3	4	5
CO8	Penilaian daripada pelanggan akan memaklumkan kepada kami mengenai kualiti perkhidmatan yang kami sampaikan.	1	2	3	4	5
NO	KENYATAAN	STS	TS	N	S	SS
MS1	Penyelia saya sentiasa memberi bantuan kepada saya dalam melaksanakan tugas perkhidmatan.	1	2	3	4	5
MS2	Penyelia saya menyediakan maklumat yang penting dan juga panduan yang berkaitan dengan kerja kepada saya untuk memudahkan kerja saya.	1	2	3	4	5
MS3	Penyelia saya sering meluangkan masa berada di tempat kerja untuk membantu saya dalam aktiviti perkhidmatan.	1	2	3	4	5
MS4	Penyelia saya akan membantu saya menyelesaikan masalah yang timbul semasa perkhidmatan dijalankan.	1	2	3	4	5

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MS5	Saya akan diberi ganjaran dengan adil berdasarkan penilaian pelanggan oleh penyelia saya.	1	2	3	4	5
MS6	Saya akan diberi ganjaran dengan adil apabila saya memberi khidmat yang baik kepada pelanggan oleh penyelia saya.	1	2	3	4	5
MS7	Saya akan diberi ganjaran dengan adil jika saya dapat menyelesaikan masalah pelanggan dengan efektif oleh penyelia saya.	1	2	3	4	5

NO	KENYATAAN	STS	TS	N	S	SS
WF1	Saya telah menghadiri kursus yang berterusan untuk menyampaikan perkhidmatan yang berkualiti tinggi.	1	2	3	4	5
WF2	Saya telah menerima latihan yang mencukupi terlebih dahulu sebelum berkhidmat untuk pelanggan.	1	2	3	4	5
WF3	Saya telah dilatih untuk berkhidmat pelanggan dengan baik.	1	2	3	4	5
WF4	Saya telah dilatih untuk menangani segala aduan dan masalah pelanggan.	1	2	3	4	5
WF5	Saya boleh mengakses segala maklumat produk dan juga maklumat dasar apabila saya perlukan bagi membantu menjalankan tugas saya.	1	2	3	4	5
WF6	Saya telah menerima bantuan yang mencukupi daripada rakan kerja saya untuk menyiapkan kerja dengan baik.	1	2	3	4	5
WF7	Saya mempunyai buku panduan dan sumber bahan yang saya perlukan untuk membantu menjalankan tugas saya.	1	2	3	4	5

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SEKSYEN C: KEPUASAN PELANGGAN

Dalam seksyen ini, kami ingin mendapatkan pandangan anda terhadap kepuasan pelanggan. Sila bulatkan jawapan yang terbaik bagi menunjukkan pendapat anda terhadap setiap pernyataan berdasarkan skala 5 mata [Sangat tidak setuju (STS) = 1; Tidak setuju (TS) = 2; Neutral (N) = 3; Setuju (S) = 4; Sangat Setuju (SS) = 5].

NO	KENYATAAN	STS	TS	N	S	SS
CS1	Saya rasa pelanggan kami berpuas hati dengan perkhidmatan yang kami disampaikan.	1	2	3	4	5
CS2	Saya rasa pelanggan kami telah menerima kualiti perkhidmatan yang tinggi di hotel kami.	1	2	3	4	5
CS3	Saya rasa pelanggan kami menikmati perkhidmatan hotel kami.	1	2	3	4	5

Terima kasih atas kerjasama anda dan masa yang berharga!

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Appendix C: Central Tendencies Measurement of Constructs.

Summary Statistics

Results

The MEANS Procedure

Variable	Label	Mean	Std Dev	Minimum	Maximum	Mode	N	N Miss
CO1	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.8691983	0.7158767	2.0000000	5.0000000	4.0000000	237	0
CO2	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.9578059	0.7409855	1.0000000	5.0000000	4.0000000	237	0
CO3	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	4.0084388	0.7590782	1.0000000	5.0000000	4.0000000	237	0
CO4	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.9367089	0.7012417	2.0000000	5.0000000	4.0000000	237	0
CO5	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.8312236	0.7342959	1.0000000	5.0000000	4.0000000	237	0
CO6	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.8818565	0.7498361	2.0000000	5.0000000	4.0000000	237	0
CO7	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	4.0253165	0.7302429	2.0000000	5.0000000	4.0000000	237	0
CO8	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.8565401	0.7677900	2.0000000	5.0000000	4.0000000	237	0

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IV 1= Customer Orientation

Summary Statistics

Results

The MEANS Procedure

Variable	Label	Mean	Std Dev	Minimum	Maximum	Mode	N	N Miss
MS1	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.8396624	0.7808817	2.0000000	5.0000000	4.0000000	237	0
MS2	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.7974684	0.7486668	2.0000000	5.0000000	4.0000000	237	0
MS3	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.7215190	0.8377235	1.0000000	5.0000000	4.0000000	237	0
MS4	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.7932489	0.7503366	2.0000000	5.0000000	4.0000000	237	0
MS5	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.6708861	0.7765884	2.0000000	5.0000000	4.0000000	237	0
MS6	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.6962025	0.7760356	2.0000000	5.0000000	4.0000000	237	0
MS7	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.5654008	0.7978687	2.0000000	5.0000000	3.0000000	237	0

Generated by the SAS System ('Local', X64_8HOME) on June 27, 2018 at 12:54:10 PM

IV 2= Managerial Support

Summary Statistics

Results

The MEANS Procedure

Variable	Label	Mean	Std Dev	Minimum	Maximum	Mode	N	N Miss
WF1	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.7215190	0.8772556	2.0000000	5.0000000	4.0000000	237	0
WF2	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.6202532	0.8432755	2.0000000	5.0000000	4.0000000	237	0
WF3	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.7679325	0.8493175	2.0000000	5.0000000	4.0000000	237	0
WF4	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.7974684	0.8444196	2.0000000	5.0000000	4.0000000	237	0
WF5	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.6877637	0.8946510	2.0000000	5.0000000	4.0000000	237	0
WF6	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.8396624	0.8682419	2.0000000	5.0000000	4.0000000	237	0
WF7	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agre	3.2784810	0.9379482	1.0000000	5.0000000	3.0000000	237	0

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IV 3= Work Facilitation

Summary Statistics

Results

The MEANS Procedure

Variable	Label	Mean	Std Dev	Minimum	Maximum	Mode	N	N Miss
CS1	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.9409283	0.7165507	2.0000000	5.0000000	4.0000000	237	0
CS2	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	3.9535865	0.7770257	1.0000000	5.0000000	4.0000000	237	0
CS3	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	4.0042194	0.7838296	1.0000000	5.0000000	4.0000000	237	0

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DV= Customer Satisfaction

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Appendix D: Cronbach Coefficient Alpha.

IV 1= Customer Orientation

IV 2= Managerial Support

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IV 3= Work Facilitation

DV= Customer Satisfaction

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Appendix E: Pearson Correlation Analysis.

Pearson Correlation Coefficients, N = 237 Prob > |r| under H0: Rho=0				
	Average of CO	Average of MS	Average of WF	Average of CS
Average of CO	1.00000	0.67380	0.71826	0.60184
1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree		<.0001	<.0001	<.0001
Average of MS	0.67380	1.00000	0.72399	0.51279
1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	<.0001		<.0001	<.0001
Average of WF	0.71826	0.72399	1.00000	0.65120
1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	<.0001	<.0001		<.0001
Average of CS	0.60184	0.51279	0.65120	1.00000
1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	<.0001	<.0001	<.0001	

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Appendix F: Multiple Regression Analysis.

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	3	51.63465	17.21155	66.49	<.0001
Error	233	60.31753	0.25887		
Corrected Total	236	111.95218			

Root MSE	0.50880	R-Square	0.4612
Dependent Mean	3.96624	Adj R-Sq	0.4543
Coeff Var	12.82816		

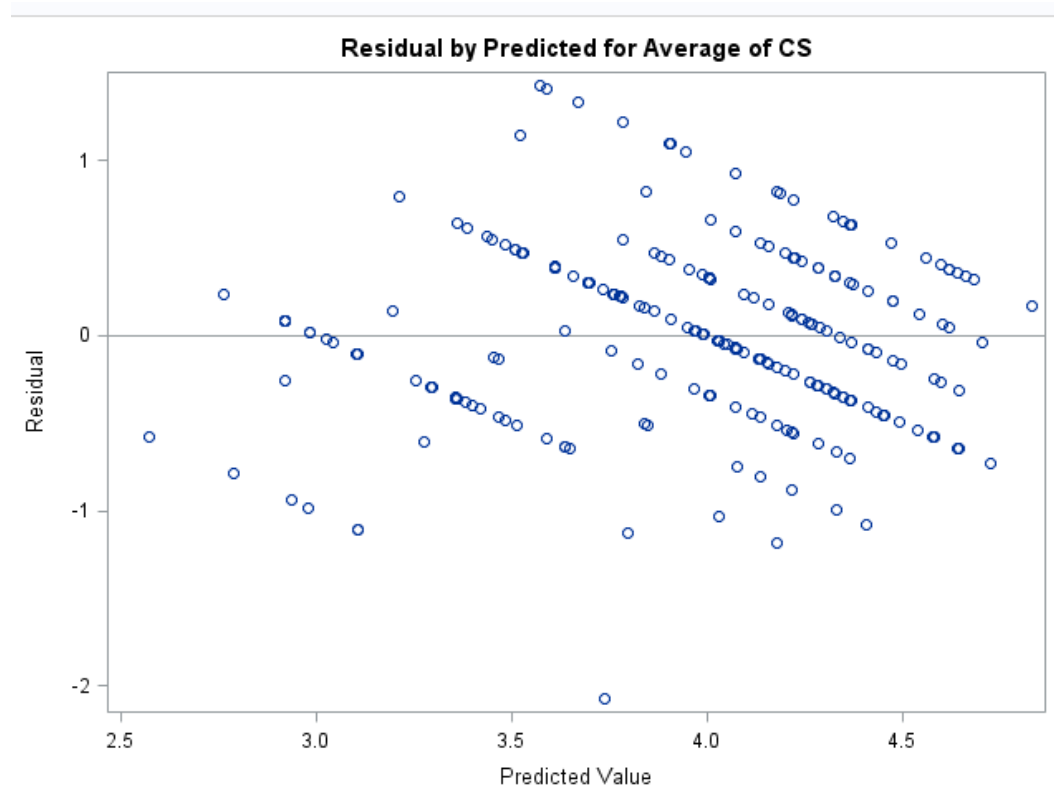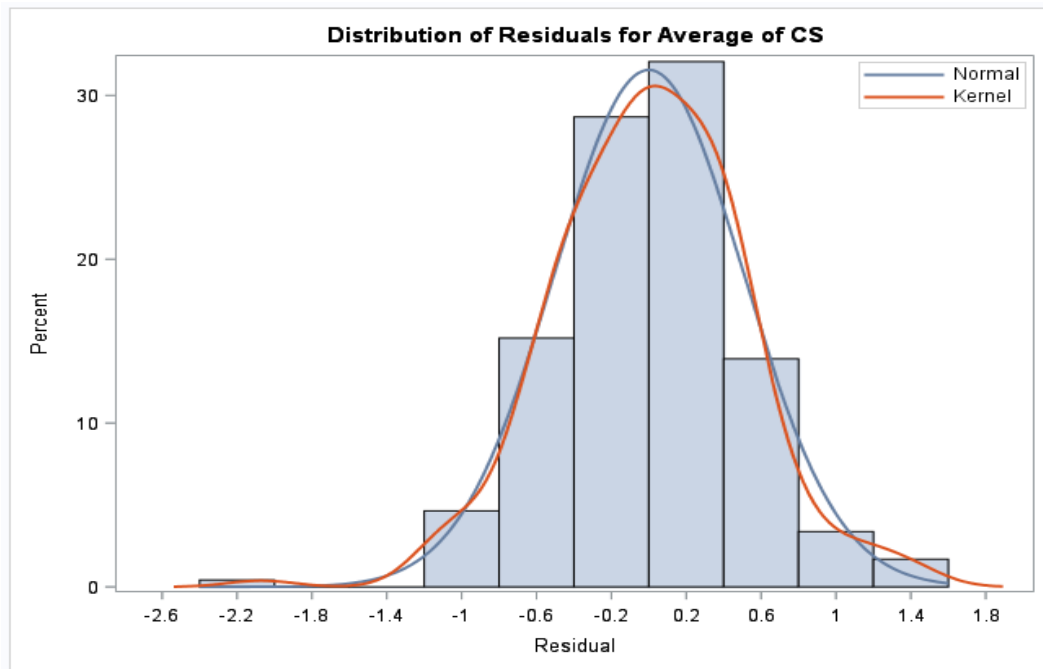| Parameter Estimates										
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|	Standardized Estimate	Tolerance	Variance Inflation
Intercept	Intercept	1	1.01795	0.24236	4.20	<.0001	0	.	0
Average of CO	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	0.34450	0.09042	3.81	0.0002	0.27798	0.43440	2.30201
Average of MS	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	-0.00326	0.08000	-0.04	0.9675	-0.00300	0.42698	2.34202
Average of WF	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree	1	0.43822	0.07548	5.81	<.0001	0.45372	0.37859	2.64139

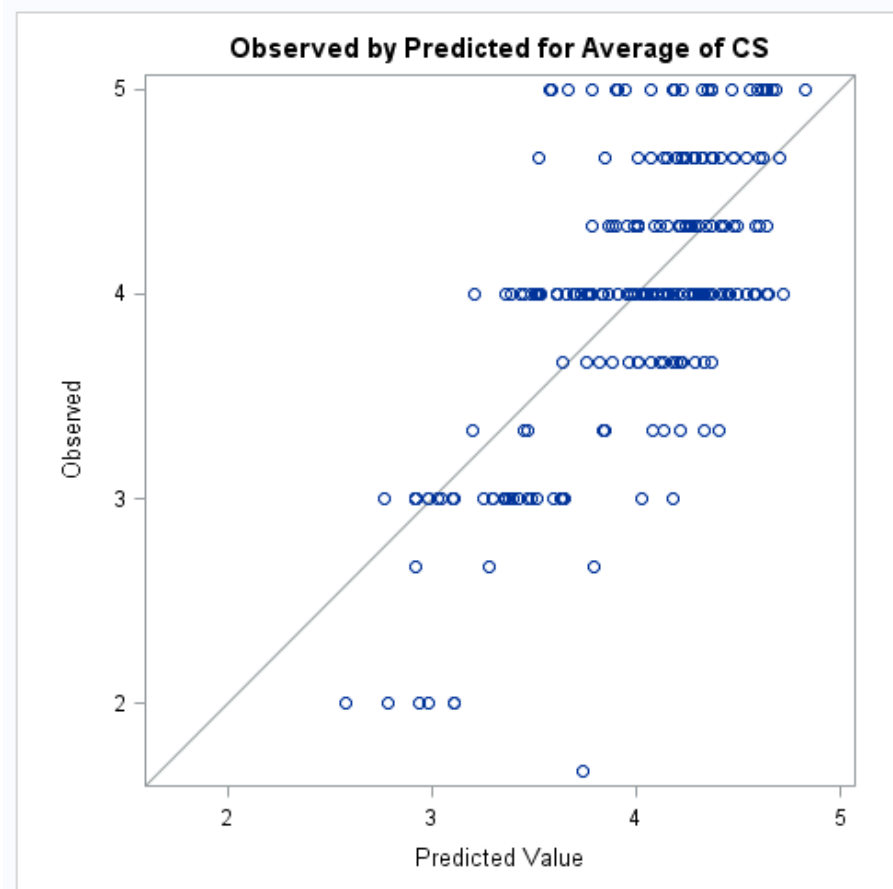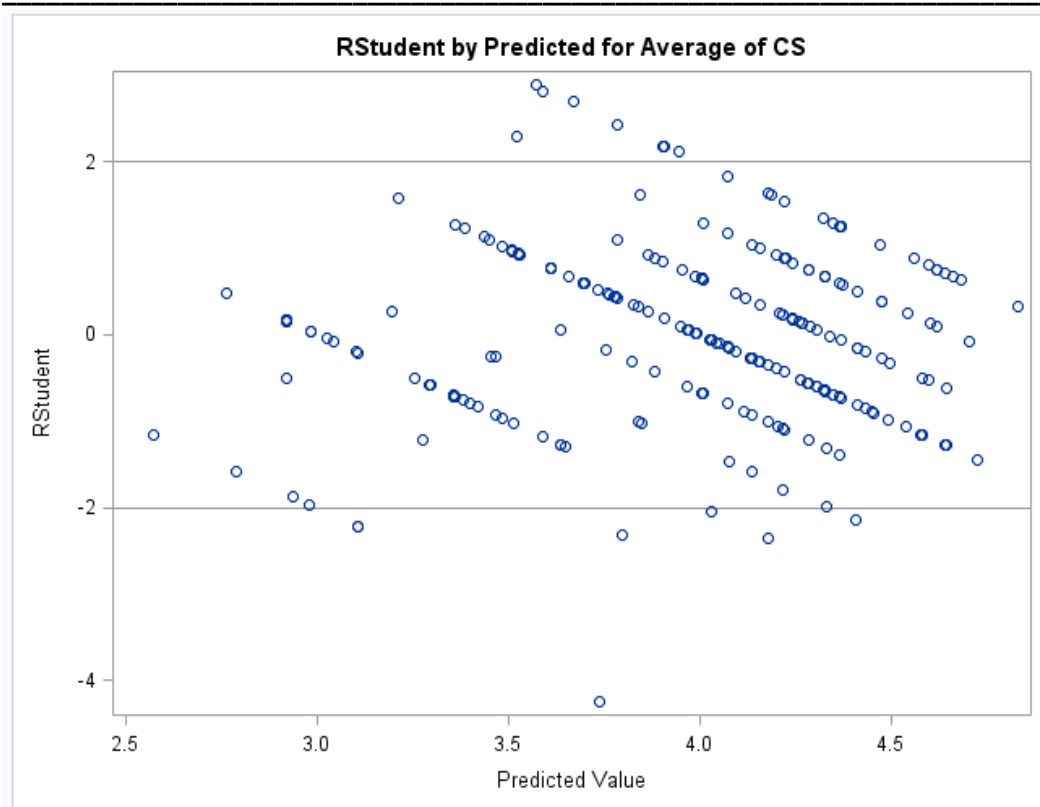Generated by the SAS System ('Local', X64_8HOME) on June 27, 2018 at 1:07:07 PM

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Appendix G: Linear Regression Results.
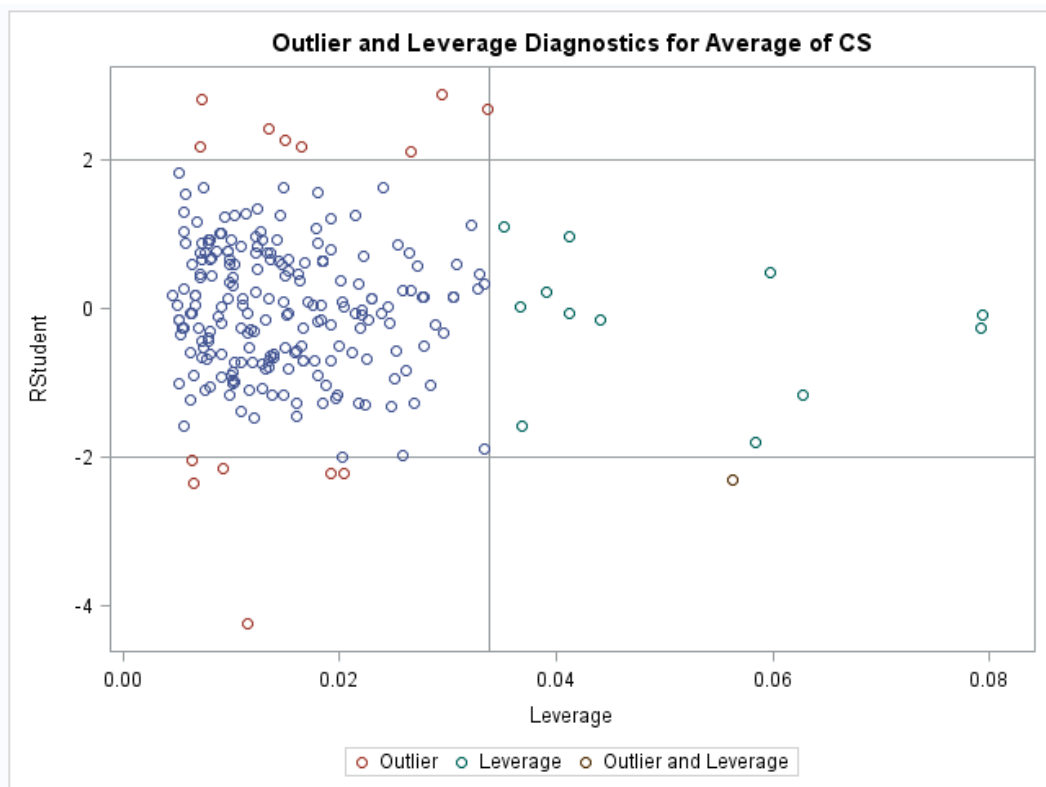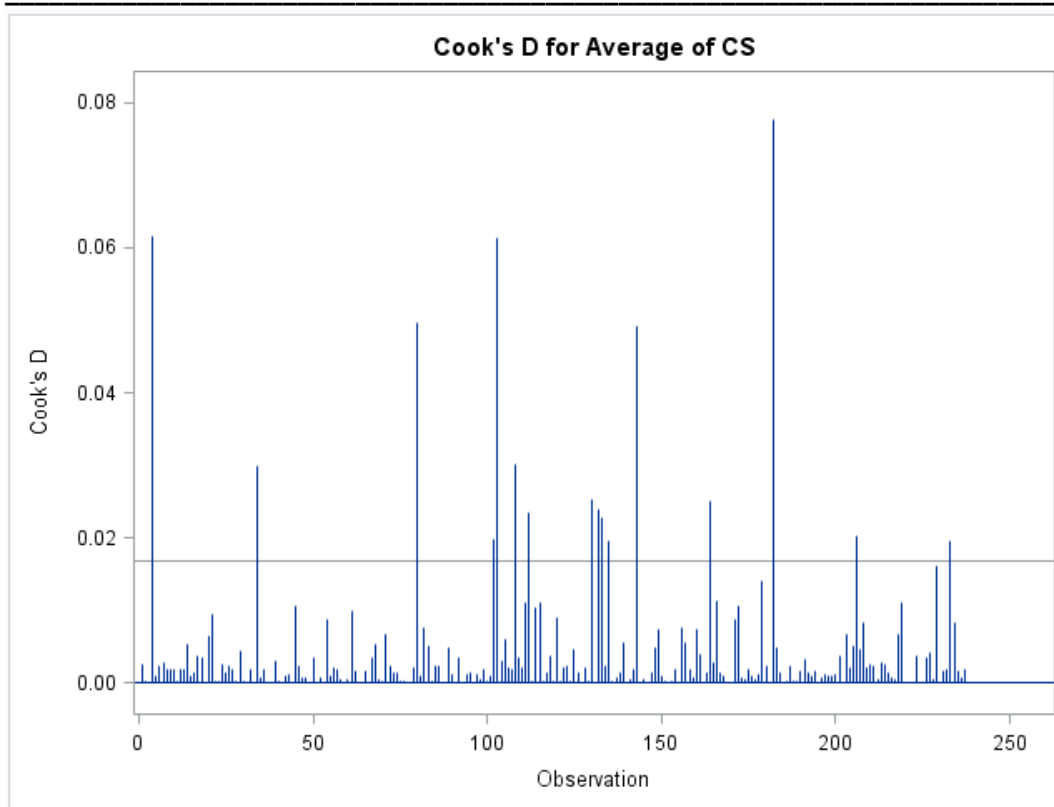
The REG Procedure
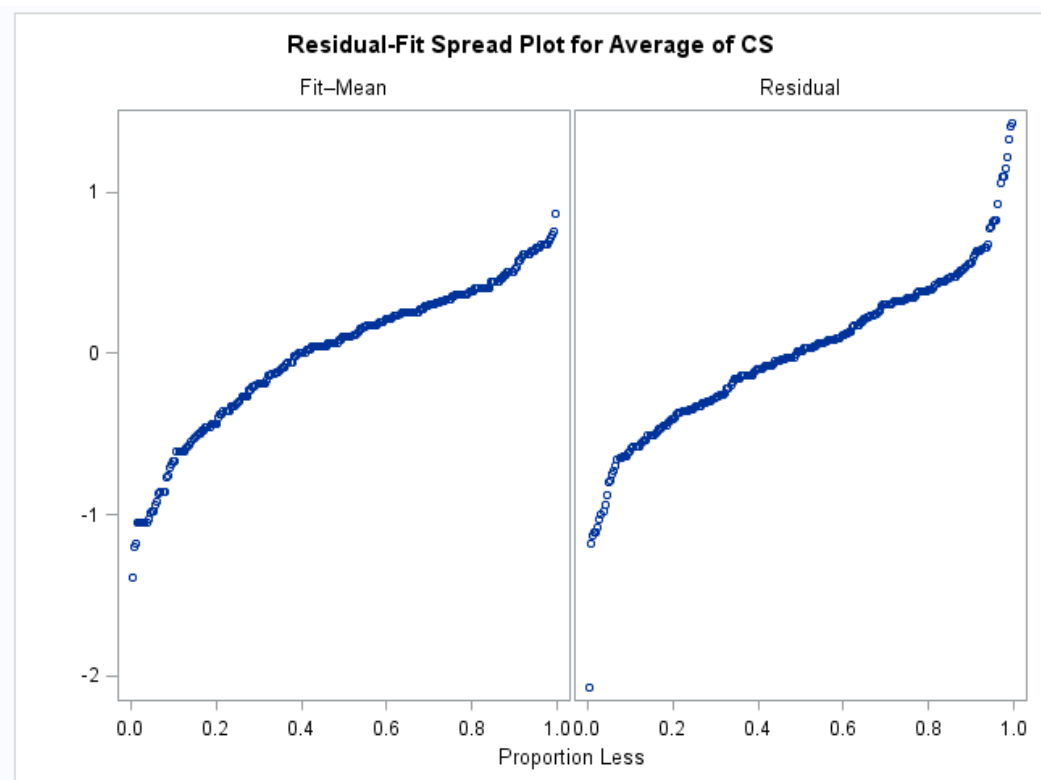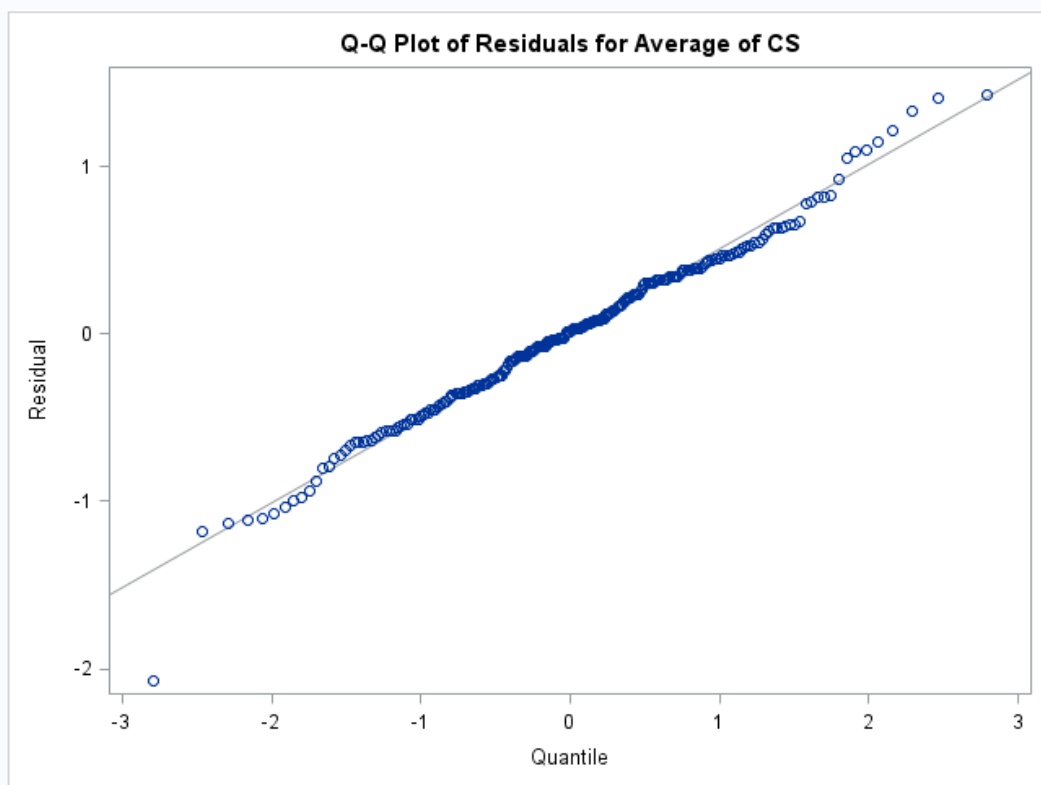
Model: Linear_Regression_Model

Dependent Variable: Mean Customer Satisfaction

Distribution of Residuals for Average of CS

Residual by Predicted for Average of CS

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RStudent by Predicted for Average of CS

Observed by Predicted for Average of CS

Cook's D for Average of CS

Outlier and Leverage Diagnostics for Average of CS

Q-Q Plot of Residuals for Average of CS

Residual-Fit Spread Plot for Average of CS

Residuals for Average of CS

Fit Diagnostics for Average of CS

Observations	237
Parameters	4
Error DF	233
MSE	0.2589
R-Square	0.4612
Adj R-Square	0.4543

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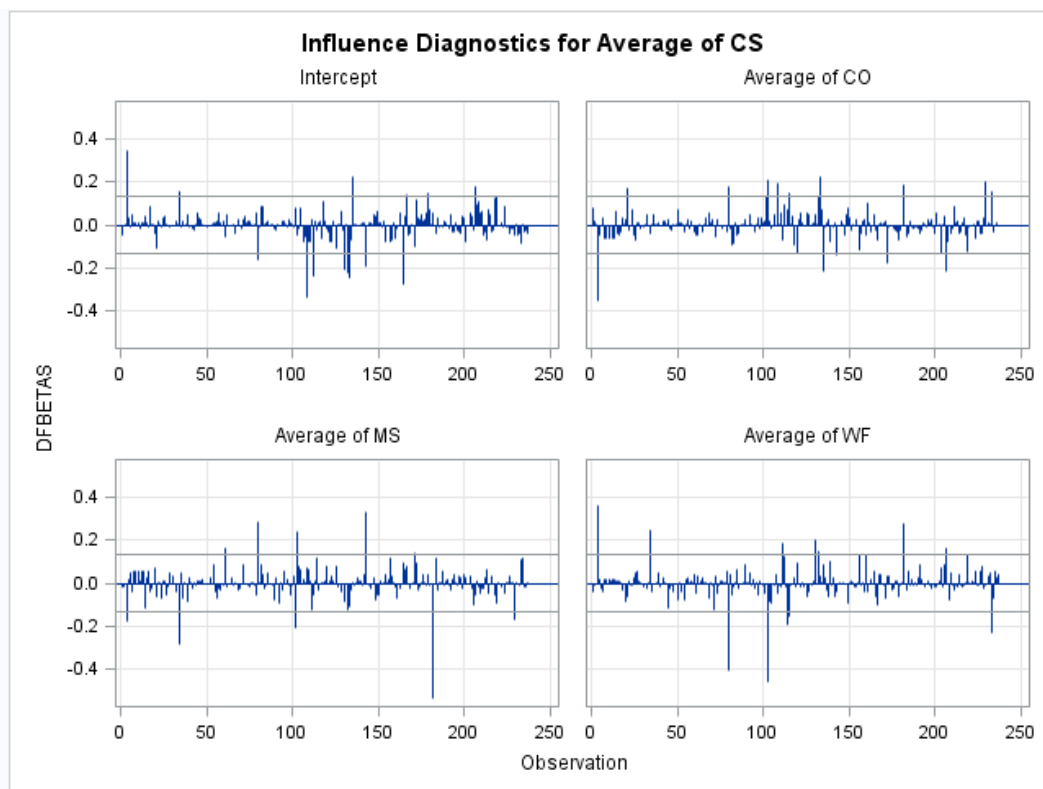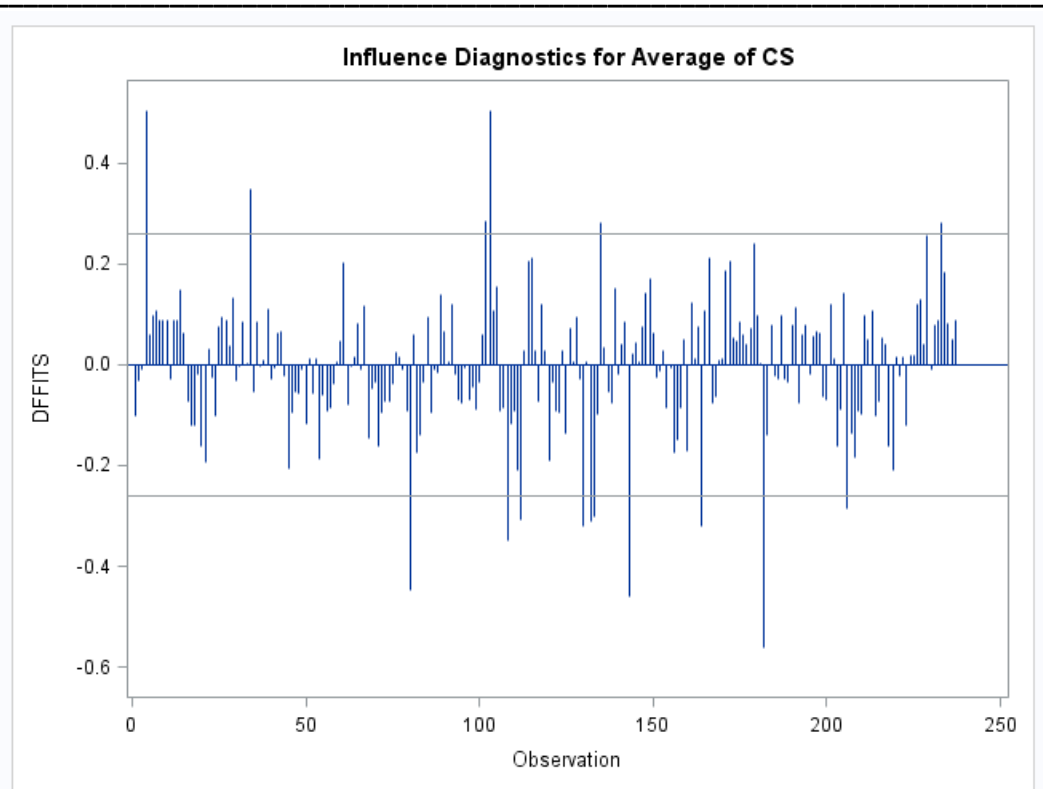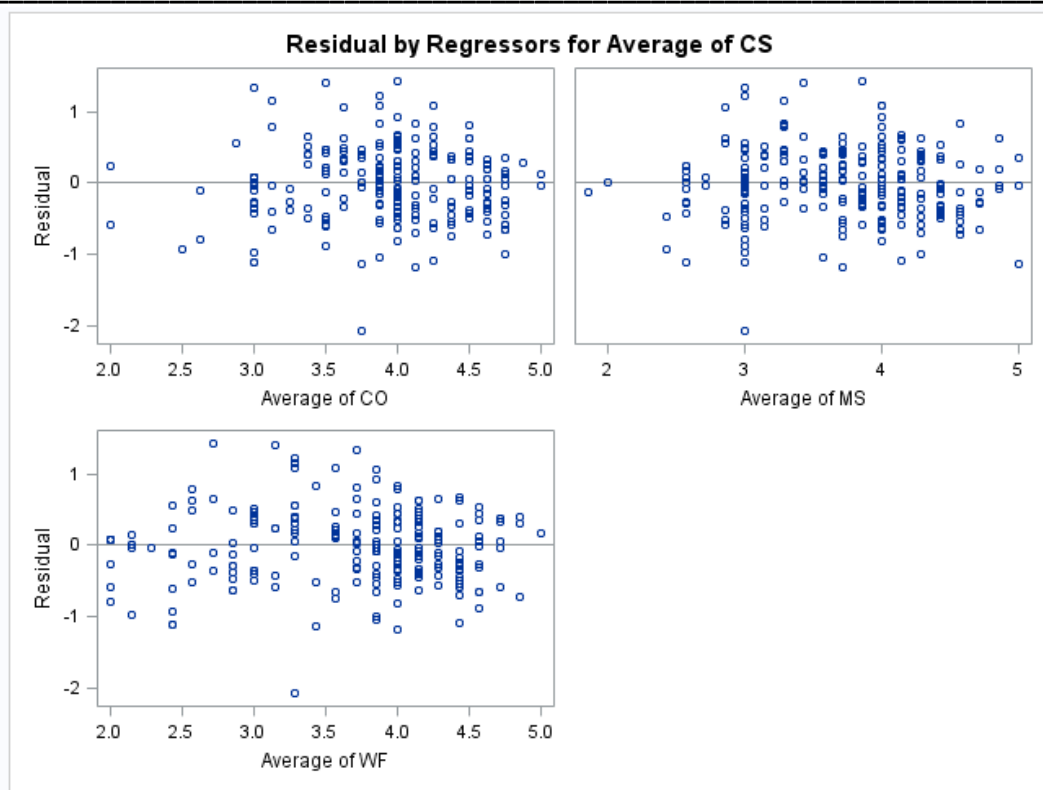Residual by Regressors for Average of CS

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Appendix H: Turnitin Comprehensive report.

Linking service climate with customer satisfaction in Perak
hotel industry: A study from service provider perspective

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