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The Influence of Selected Antecedents of Frontline Employee's Perceptions of Service Recovery Performance

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Abstract

The purpose of this study is to determine the potential impact of selected organizational factors on boundary-spanning-role employees' perceptions of service recovery performance. This study also aims to assess the impact of service recovery performance on the intention to leave the job and extrinsic job satisfaction. This study uses a sample of frontline employees in Belek, Antalya, Turkey. The empirical findings revealed that education, team work and role ambiguity as frontline job perceptions were found to exert positive influences on the service recovery performance, but, empowerment, reward, and organizational commitment were found to have negative effects on the service recovery performance.

Keywords

Employee Perception, Turkey, Empowerment, Service, Job Satisfaction

The Influence of Selected Antecedents of Frontline Employee's Perceptions of Service Recovery Performance

By M. Güven Ardahan

The purpose of this study is to determine the potential impact of selected organizational factors on boundary-spanning-role employees' perceptions of service recovery performance. This study also aims to assess the impact of service recovery performance on the intention to leave the job and extrinsic job satisfaction. This study uses a sample of frontline employees in Belek, Antalya, Turkey. The empirical findings revealed that education, team work and role ambiguity as frontline job perceptions were found to exert positive influences on the service recovery performance, but, empowerment, reward, and organizational commitment were found to have negative effects on the service recovery performance.

Introduction:

The classical economic approach accepts the service activities to be economically inadequate has been abandoned since the early 1980s. Today, it is not possible to distinguish between manufacturing and service sectors. Although development of service sector primarily requires taking big steps in industrialization, this requirement disappears in the next stage. In a sense, all sectors unite and develop each other mutually.

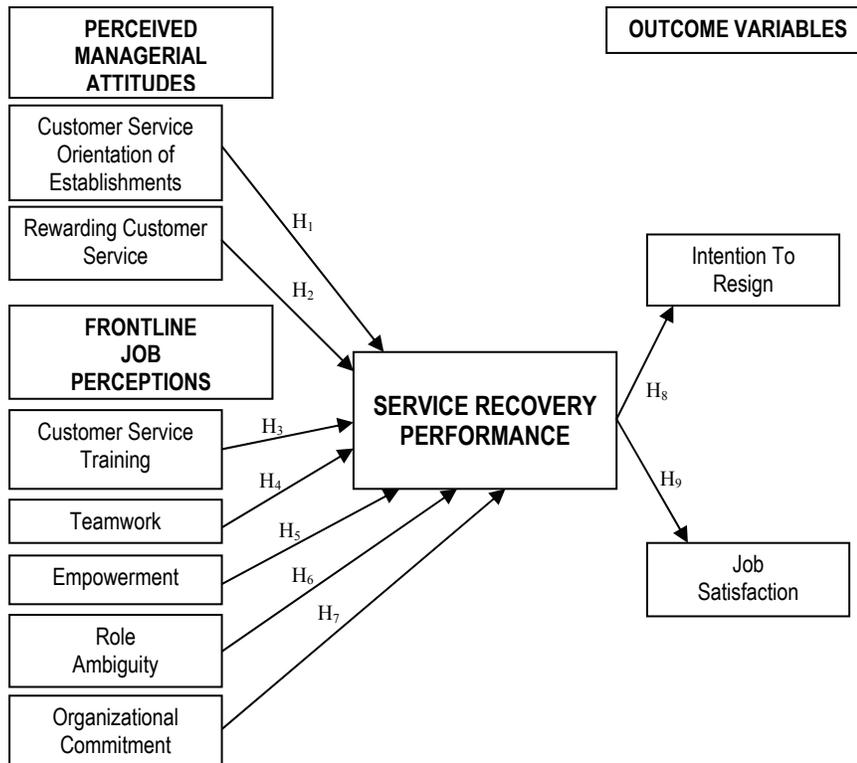
Accommodation establishments produce "labor-intensive" services and the most important feature of the services produced in these establishments is that they are not concrete goods. Nonetheless, the priority in this sector is the way in which goods and services are offered to the consumer. As a result of previous research, it is possible to say that good and quality services have first priority in the expectations of the consumers who prefer accommodation establishments. Accommodation establishments also appreciate the importance of this issue and many of them try to make the services they offer distinctive. It is seen that, in the establishments which produce services, goods are important with the service offered, which is different from the establishments which produce conventional goods. "Nature of the service, participation of the consumer in the production process of the service, having the human element as a part of the product, difficulty of quality control, impossibility of stocking, importance of the time factor, different structure of the distribution channel", which are among the general features of almost all services (Üner, 1999), are also among the features of accommodation services. Nonetheless, there are also some features which distinguish accommodation services from other services. Delays in the standard service presentation due to heterogeneity of the services, in other words, having the human element in the forefront while offering the service grow out of the different perception of service recovery practices, besides the services offered in the accommodation establishments by boundary spanning role employees.

Theoretical Background and Research Model

With the effect of the intensive competition observed in the service establishments in recent years, these establishments apply new solutions in order to meet the demands and needs of the customers, achieve customer satisfaction and create repurchase intention. Having the quality of the service offered to the customers in the forefront constantly has the first priority among these solutions. Continuity in service quality can only be achieved by means of boundary spanning role employees. The inseparability and heterogeneity of the services causes the producer and the consumer, which means customers, of the service to confront each other.

Various problems that occur in the service can be eliminated by boundary spanning role employees who are highly informed and skilled with the help of education programs, have decision making abilities, can take responsibility, and are committed to the establishment. Consequently, being able to solve the problems in the services or customer complaints, achieve customer satisfaction and create repurchase intention as a result of the solution depends on development of the qualifications of boundary spanning role employees.

Figure 1. The Theoretical Model



Reference: Boshoff and Allen 2000: 81

Research Hypotheses

In order to achieve customer satisfaction and increase their market shares and having qualified labor force who will provide service quality in accordance with the expectations of the customer and the establishment stands in the foreground among these solutions (Rust et al; 1996; Grönroos 1985; Berry 1983), services industries are observed to apply some new solutions for the service marketing problems (Üner and Karatepe 1996; Zeithaml, Parasuraman and Berry 1985) which grow out of intensive competition and the intangible, heterogeneous, inseparable and perishable characteristics of services (Üner 1994b)

Boundary spanning role employees who are expected to find rational solutions for the problems or complaints of customers will find out and solve the problems or defects which cause customer dissatisfaction in the context of service recovery practices and will try to create solutions from the failures in services such as inconsistent service quality (Andreassen 2000).

When we refer to the literature on service marketing and service management, it is seen that service recovery and applications are crucial for establishments (Boshoff and Allen 2000; Lewis and Gabrielsen 1998; Kelley, Hoffmann and Davis 1993; Goodwin and Ross 1992 etc.). Service recovery, which is crucial for service establishments, is briefly defined in the literature on service marketing and service management as a method or application which can lead customers to repurchase the services in case their expectations are not met (Boshoff 1997).

In the theoretical model developed by Boshoff and Allen (2000) (Figure I), it is emphasized that some factors are influential on service recovery performances of frontline employees. In the context of employees' perceptions regarding managerial attitudes, customer service orientation and employee rewards are among these factors. In the context of boundary spanning role employees' perceptions of job, staff training, empowerment, teamwork, role ambiguity and organizational commitment are among these

factors. Besides, it is emphasized that service recovery performances can be influential on intention to resign and external job satisfaction dimensions in the context of result factors (Boshoff and Allen 2000).

Customer Service Orientation

Establishments have abandoned the former production or sale focus concepts and adopted a customer service oriented opinion with the influence of globalization besides intensive competition. Increase in the alternatives of buyers and variation of products which can address a target group which is more sensitive to prices as a result of intensive competition introduce a customer service oriented approach, in other words, unconditional customer satisfaction, in establishments.

Being customer service oriented takes place among the factors which can be influential on service recovery performances of accommodation establishments' boundary spanning role employees. Quality of the services offered in establishments can be inadequate in the context of the establishment's customer service oriented approach especially as a result of the employees' unwillingness in the issues such as customer satisfaction. Consequently, especially service recovery performance levels of boundary spanning role employees who try to solve the problems or complaints of the customers will be affected negatively.

On the other hand, when the influence of the establishment's customer service orientation on vital issues for the establishment such as profitability, growth, customer satisfaction and customer commitment are taken into consideration (Lynn, Lytle and Bobek 2000), in accordance with the establishment's service oriented character, the requirement of orientation towards high quality service by boundary spanning role employees in service recovery practices will be inevitable.

On the other hand, the effect of the establishment culture in service establishments on boundary spanning role employees is clear (Parasuraman 1987). In other words, it is considerably influential on these employees' ability to get across with customers, pay necessary attention to the customers' problems or complaints and achieve customer satisfaction and repurchase intention by finding solutions for these problems or complaints (Tek 2001; George and Weimerskirch 1994). Consequently, it will not be wrong to say that customer service orientation culture should be established in an establishment where each employee has personal responsibility in offering perfect service quality to customers, (Lewis and Gabrielsen 1998). Besides, primarily the employees who offer the service should be constantly supported by the management of the service establishment they are bound to in order to achieve customer satisfaction and be ensure that the customers enjoy the service they get (Boshoff and Allen 2000; Jenkins 1992). The examples of such applications are frequently observed in accommodation sector. For example, Ritz-Carlton Hotel Company, which stands in the forefront with "golden standards" in highly boundary spanning services offered to consumers, aims at immediate solution of consumer complaints and increasing customer satisfaction continuously by empowering its employees through high participation (Karatepe 1998).

Based on the theoretical discussion, the following hypothesis is proposed:

- H1. The commitment of establishment management to customer services has a positive effect on boundary spanning role employees' service recovery practices.

Employee Rewards

Employee rewards are also a factor which may influence service recovery performance of accommodation establishments' boundary spanning role employees. Efforts of these employees to enrich service quality and efficiency dimensions in service recovery practices are very important for service establishments. Establishments award their boundary spanning role employees in order to enrich service quality and efficiency dimensions in service recovery practices besides paying attention to customer complaints (Boshoff and Allen 2000; Parasuraman 1987).

When we think that customers are in close communication with establishments and/or their employees in the context of boundary spanning services, it can be said that employee awards increase service recovery performance of establishments' boundary spanning role employees. It is emphasized that reward is one of the tools necessary for ensuring internal service quality in the service-profit relationship (Heskett and others. 1994).

Besides motivation that can be provided with wages and other additional benefits, some service establishments try to motivate their boundary spanning role employees by awarding their employees who complete training programs successfully with certificates in the context of employee rewards (Üner 1994b).

Establishments' boundary spanning role employees who are aware of rewards will try to develop service recovery practices constantly (Boshoff and Allen 2000); moreover, evaluation of employees' performances based on behaviors and results which are observable and measurable through communication and principles of feedback and employee participation will contribute to increasing employees' performance level and motivating them (George and Weimerskirch 1994). According to another finding in the literature, establishment managers are advised to find out what establishments' boundary spanning role employees desire as rewards instead of changing the rewards that employees desire (Tyagi 1985).

In conclusion, when the boundary spanning role employees pay effort to enrich and develop service quality; they can manage customer problems and/or complaints effectively and the quality of the service presented to customers and solutions of customer problems or complaints will positively be influenced. Therefore, service establishments should implement the most proper awarding methods for their boundary spanning role employees.

Based on the above findings, the following hypothesis is proposed:

- H2. Implementation of rewarding for presentation of quality service to customers and effective management of customer complaints has a positive influence on service recovery practices of establishment's frontline employees.

Staff Training

When the literature is examined, it is seen that training programs are solutions implemented usually by establishments with problems (Keser 1997; Ataklı 1992; Akdemir 1991; Shea 1991 etc.). With the effect of globalization, which is intensifying today gradually, establishments are observed to favor implementation of new management techniques, primarily Human Resources Management and Total Quality Management in order to be successful and adapt to the constant change besides maintain their existence in intensive competition conditions (Shea 1991).

In our age, technology changes rapidly and the most evident effects of this change are observed in business life. Establishments which produce goods and services should follow innovations, adapt to new conditions and follow recent developments. Otherwise they will have to submit to harsh rules of competition. Not to face such cases, establishments should give more weight to staff training (Akdemir 1991).

Staff training is another factor which may influence service recovery performance of establishments' boundary spanning role employees. Establishments' boundary spanning role employees should have all information regarding the main service which is the establishment good and interpersonal communication skills in order to offer consistent service quality to customers and solve customer problems and/or complaints in accordance with the standards determined by the establishment (Boshoff and Allen 2000; Kotler 2000). Accordingly, training of establishments' boundary spanning role employees both outside and during working may have positive influence on, for example, employees' performances regarding recovery practices in the context of boundary spanning accommodation services.

The related literature emphasizes that quality of service production and presentation will increase with implementation of regular staff training programs by service establishments (Lewis and Gabrielsen 1998). On the other hand, when it is taken into consideration that teamwork will be ensured, (Berry, Zeithaml and Parasuraman 1990), role ambiguity will decrease Zeithaml, Berry and Parasuraman 1988), and group dynamic and communication skills will be gained (Hart, Heskett and Sasser 1990) with implementation of staff training programs in service establishments, it seems possible to say that establishments' boundary spanning role employees will pay attention to problems of customers and it will be easy to find solutions for these problems. Furthermore, it is emphasized that training boundary spanning role employees of establishments which have close relations with customers on possible customer problems and implementing simulation and role methods in the context of training programs regarding solutions of these problems take place among effective methods (Hart, Heskett and Sasser 1990).

Based on the above findings, the following hypothesis is proposed:

- H3. Implementing education programs based on presentation of quality service to customers and effective management of customer complaints has a positive influence on service recovery practices of establishment's frontline employees.

Teamwork

Teamwork is highly important in total participation management and thus organization performance increases. First of all, it will be possible to identify problems of the organization more accurately and find proper solutions to problems with teamwork. Also, teamwork is one of the most effective ways of including organization's employees in the management actively. Information sharing and communication in the organization is also possible with teamwork. Besides, teamwork is extremely important in order to generate a more powerful energy and synergy in the organization and arise of innovation and creativity. Due to all of these reasons and others, it is possible to state that teamwork has positive effects on organizational performance. On the other hand, although teamwork is seen as the main tool for solving problems, it is also considered to be the reason of many failures. When studies conducted up to now are examined, it is seen that these studies weightily focus on the aims, processes, leader, predisposition to cooperation and relationship dynamics of the effective team (Baltaş 2003). Of course, teamwork may lead to emergence of some problems in the organization or may make existing problems more severe when it is not organized properly and implemented effectively. Some time should be spent on teamwork. It can be said that there will be some delays when a working group is expected to make a decision instead of one person.

Another harm or disadvantage of teamwork is that it leads some members of the team to be passive. In fact, when teamwork is not managed properly some members of the team may be excluded. However, teams are parts of the whole in which they take place, in other words the organization. Since structure and operation of the organization, perspective of the management regarding employees and management style may influence structure and operation of the team, success of teamwork may also be influenced.

Despite all of these features which can be considered to be negative, the gains that will be obtained when teamwork is organized properly are extremely high. There is a close relationship between the size of teams and organizational performance. Therefore, one of the points which should not be ignored when teamwork is being organized is the optimal teamwork size.

Teamwork is one of the factors which can influence service recovery practices of establishments' boundary spanning role employees and the importance of teamwork for effective presentation of service by these employees is evident (Boshoff and Allen 2000; Zeithaml, Berry and Parasuraman 1988).

The existence of a relationship between the problems that arise in employees' performances regarding service production and presentation and absence of teamwork (Redman and Mathews 1998) indicates the importance of teamwork for service recovery performance in the context of boundary spanning services. Importance of teams for establishments arises on issues such as facilitation of organizational learning by teams, formation of common goals and support for achieving these goals (Alpander and Lee 1995). Moreover, effective team members who can display effective service presentation know that it would be more beneficial to work together rather than working alone, in other words, they can generate synergy.

It is possible to say that service recovery practices will be successful when team members learn new things from each other; the ideas created by team members are value the efforts of each member of team in the achievement of fundamental goals (Boshoff and Allen 2000).

Based on the above findings, the following hypothesis is proposed:

- H4. Teamwork has a positive influence on service recovery practices of establishment's frontline employees.

Empowerment

Empowerment (job enrichment), emerged in late 1980s with its present meaning. In this period when the shift towards organizations which are flexible, innovative and react quickly flexible specialization and simple production became important and these developments were gathered together as

"post-fordism" in some sources. Shift of project-based teams towards information oriented organizations due to developments, such as; reducing number of ranks and bureaucracy in organization structure and ending hierarchy and central administration, which are frequently emphasized by authors such as Drucker and Kanter (Wilkinson 1998), are considered as touchstones which shaped the present meaning of empowerment.

Moreover, while the foundation of the Quality Movement was laid by Japanese companies in late 1950s, interest in quality reached its peak in 1980s and this development was considered to be a strong message towards empowerment. According to Total Quality Management, constant recovery is realized by all people in the establishment and provides methods for identifying and solving the problem at the lowest level of the establishment. Consequently, employees are empowered through assignment of functions which were held by top-ranking managers in the past and thus participation is institutionalized (Hill 1991).

Empowerment also takes place among factors which may influence service recovery practices of establishments' boundary spanning role employees.

As is known, in the service sector where an intensive competition is experienced, establishment managers apply methods which increase satisfaction level of customers who purchase or prefer their existing products and ensure their satisfaction with the products they purchase. Ensuring satisfaction of establishments' boundary spanning role employees with the job they are responsible for (Bowen and Lawler III 1992) are among these methods.

Establishments' boundary spanning role employees are empowered through assigning authority to establishments' boundary spanning role employees in order to meet demands and needs of customers without losing time and perform service recovery efforts in boundary spanning service practices and consequently they can benefit from decision making mechanisms in solving customer problems (Yavaş, Bilgin and Shemwell 1997) and they will be satisfied with the jobs they are responsible for (Palmer, Beggs and Keown-McMullan 2000; Bowen and Lawler III 1992).

Assignment of authority to establishments' boundary spanning role employees in order to enable them to make decisions and providing them with feedbacks after the jobs they perform are evaluated will influence service recovery practices positively (Boshoff and Allen 2000; Boshoff 1997; Bowen and Lawler III 1992; Hart, Heskett and Sasser 1990). Having these in mind, as emphasized in the internal marketing literature, in establishment where customer service orientation understanding is dominant, empowerment of especially boundary spanning role employees will increase the quality of service offered to customers (Bowen and Lawler III 1992) and reveal repurchase intention besides customer satisfaction (Skrabec 1993).

Based on the above findings, the following hypothesis is proposed:

H5. Empowerment has a positive influence on service recovery practices of establishment's frontline employees.

Role Ambiguity

Employees' ambiguities regarding the job they perform in the organization or their doubts regarding whether they are qualified for the job or not influence his job satisfaction and thus customer satisfaction. In this context, it will be useful to explain the effect of ambiguity on job satisfaction.

Another factor which may influence service recovery practices of establishments' boundary spanning role employees is role ambiguity. The advanced literature states that role ambiguity arises in cases when an employee feel that he does not have the knowledge necessary for performing his job efficiently, is not sure about the expectations of his colleagues to whom same tasks and responsibilities are assigned and does not know how to meet these expectations or how his ultimate performance will be evaluated (Rizzo, House and Lirtzman 1970).

Another issue that the related literature emphasizes is that role ambiguity has a direct influence on sale efforts and an indirect influence on performance (Mengüç 1996; Brown and Peterson 1994). When boundary spanning service groups are taken into consideration, establishments' boundary spanning role employees have to account for working under intensive stress due to a possible role conflict and role ambiguity (Redman and Mathews 1998).

On the other hand, the related literature also suggests that high role ambiguity experienced in an establishment may result in nonattendance to work and high employee turnover rate and will create low

job satisfaction in the future (Schermerhorn, Hunt and Osborn 1997; Rogers, Clow and Kash 1994; Hamner and Tosi 1974).

In service establishments with role ambiguity, efforts that boundary spanning role employees make in service recovery practices will be inadequate (Boshoff and Allen 2000; Zeithaml, Berry and Parasuraman 1988). Therefore, when managers pay more attention to establishments' boundary spanning role employees, determine the criterion they use in performance evaluation taking opinions of boundary spanning role employees into consideration, it will lead to experience less role ambiguity in establishments (Walker, Churchill and Ford 1975).

In conclusion, solving customer problems or complaints encountered in establishments which are in activity in labor-intensive service sector, creating repurchase intention by achieving customer satisfaction will be possible with ensuring effective service recovery practice by removing role ambiguities of establishments' boundary spanning role employees.

Based on the above findings, the following hypothesis is proposed:

H6. Role ambiguity has a negative influence on service recovery practices of establishment's frontline employees.

Organizational Commitment

Organizational commitment also takes place among factors which may influence service recovery performance of establishments' boundary spanning role employees. Organizational commitment can be described as "the power of desire that an individual shows in identifying himself with the organization he works in and participating in the activities of this organization" (Porter and others, 1974: 604). Having this definition in mind, it is possible to say that organizational commitment has a significant effect on service practices of establishments' boundary spanning role employees (Boshoff and Allen 2000).

The expectations of individuals from the works they are responsible for and the determining relationships between these expectations and their levels of organizational commitment (Moncrief and others 1997) lead service establishment managers to create the most proper work environment for their boundary spanning role employees to perform service recovery practices in solving customer problems or complaints.

When the related literature is examined, it is seen that establishments' boundary spanning role employees whose organizational commitment is high influence external service quality positively, besides internal service quality (Boshoff and Tait 1996; Boshoff and Mels 1995). In other words, fulfillment of responsibilities and tasks assigned to them by establishment's boundary spanning role employees whose organizational commitment is high in accordance with the standards determined by the establishment, in other words their activity in boundary spanning service group in accordance with establishment standards will contribute to enriching external service quality.

It can be said that personal efforts of the boundary spanning role employees will influence the success of establishment, in terms of the mission, goals, strategies and system of the establishment they work in (Boshoff and Tait 1996).

Based on the above findings, the following hypothesis is proposed:

H7: Organizational commitment has a positive influence on service recovery practices of establishment's frontline employees.

Intention to Resign

It is ascertained through examination of EBSCOHOST and ELSEVIER databases that today, several studies have been conducted on tendency or intention to resign and these studies have focused on accommodation establishments. Determination of employees' intention to resign by establishment managers will help them in making necessary adaptations in order to provide a more efficient work environment. Increasing efficiency through motivating employees will be possible if managers understand employees (Simons and Enz 1995). Decreasing employee circulation rate and increasing employees' mood are also important in accommodation establishments (Lam and others 2001; Woods 1992).

According to Boshoff and Allen (2000), the success that establishments' boundary spanning role employees may have in solving customer problems or complaints reduces their intention to resign from the establishment they work in.

It is possible to associate a possible increase in performance of establishments' boundary spanning role employees regarding service recovery practices, in other words solving customer complaints and thus achieving customer satisfaction and repurchase intention, with high level of organizational commitment of establishments' boundary spanning role employees and thus low level of intention to resign. According to the marketing literature, there is a negative relationship between organizational commitment and intention to resign and employees', whose organizational commitment is high, on the other hand, intention to resign is at the lowest level (Moncrief and others 1997).

As a result of long periods of working in the establishment, employees will be able to learn the job they are engaged in effectively and catch up with the establishment standards regarding the service they present with their communication with customers and thus a trustful environment will be provided between customers and establishments' boundary spanning role employees and an expectation tie will be established (Reichheld 1993). When just the contrary case occurs, any establishments' boundary spanning role employees' constant intention to resign may lead to high employee circulation in the future and thus the tie between employees and customers break off and employees may be insensitive towards customers especially in boundary spanning services such as accommodation services.

Based on the above findings, the following hypothesis is proposed:

H8. Effective service recovery practices by establishment's frontline employees will reduce intention to resign.

Job Satisfaction

Success of establishments' boundary spanning role employees in service recovery practices, in other words their achievement of high performances, supports the idea that their external job satisfaction may also get higher (Boshoff and Allen 2000). In this context, it is useful to examine dimensions of job satisfaction.

In the service marketing literature, it is stated that establishments' boundary spanning role employees who are satisfied with their job will pay more attention to customers and employees whose job satisfaction level is high may be influential on achieving customer satisfaction, repurchase intention and positive whispers to possible customers (Rogers, Clow and Kash 1994; Anderson and Sullivan 1993).

Especially in the context of external job satisfaction dimension, when the wages, additional payments and working conditions provided to establishments' boundary spanning role employees are taken into consideration, another important point is that, for example, the wage paid is not always among the most important factors which influence general job satisfaction (Rust and others 1996).

On the other hand, Curchill and Pecotich (1982) emphasize that low wage increases are not important for employees who have high wages and they even lead to dissatisfaction among employees. Therefore, when we think that establishments' boundary spanning role employees constantly face customer problems and complaints, these employees' external job satisfaction is not met adequately in accordance with their service recovery performance level. According to the related literature, it is emphasized that to argue the performance level of employees whose job satisfaction level is always high is not a proper approach (Bagozzi 1980).

In Boshoff and Allen's (2000) theoretical model, it is emphasized that external job satisfaction level of boundary spanning role employees of establishments whose service recovery performance is high, is also high.

Based on the above findings, the following hypothesis is proposed:

H9: Effective service recovery practices by establishment's boundary spanning role employees have a positive effect on the payment system applied for them.

Methodology

Setting and Sample

In the application stage of this study, which aimed at examining the factors which are influential on perceptions of boundary spanning role employees working in five star accommodation establishments and first class holiday villages in Belek/Antalya regarding service recovery performances, we tried to examine these factors by back-translating the questionnaire developed by Boshoff and Allen (2000) and applied in banking sector into Turkish and applying it to employees of the said establishments.

The space of this study consists of the boundary spanning role employees working in five star accommodation establishments and first class holiday villages in Belek/Antalya, top, middle and lower level managers were not included in the space of the study. Accordingly, the space of the study consists of 748 frontline employees.

Sample of the study was selected among 620 frontline employees who were selected in accordance with progressive random sampling not proportionate to the space (Erdoğan 1998; Levin 1987).

Measures

The questionnaire consists of 45 questions with the following distribution; 10 questions for factors regarding perceived managerial attitudes (5 for customer service orientation and 5 for employee rewards), 23 questions for perceptions of job (6 for staff training, 3 for teamwork, 5 for empowerment, 4 for role ambiguity and 5 for organizational commitment) and 12 questions for result factors (3 for intention to resign, 4 for external job satisfaction and 5 for service recovery performance). The application stage of the thesis has two basic purposes. It primarily aims at indicating the factors influential on perceptions of boundary spanning role employees regarding service recovery practices in order to achieve customer satisfaction.

Moreover, it was also aimed to enlighten possible managerial practices of establishments in the context of service recovery practices aiming at solving possible problems or customer complaints regarding service presentation and thus increasing customer satisfaction.

Data collection was done in August, 2005 and totally 203 employees were interviewed, and then questionnaires were filled by employees.

The questionnaire used in the research was composed of questions which were formed in the framework of the theoretical model developed by Boshoff and Allen (2000). In other words, Boshoff and Allen's (2000) theoretical model will be tested in this study. The original questionnaire was prepared for banks, which are in the field of another service sector and was adapted to accommodation sector through back-translation method.

Besides, although 7 Likert scale was used in the original questionnaire, 5 Likert scale was used in this study in order not to make the high number of questions boring, besides in order to increase answer percentage (Babakus and Mangold 1992; Finn and Lamb 1991). The said Likert scale consisted of statements; (1) strongly disagree, (2) disagree, (3) not sure, (4) agree and (5) strongly agree. In the study, data analysis was made with SPSS 11.0 for Windows statistics program, 203 questionnaires obtained from the sample was examined and single and multiple variable extreme value analysis were made by conducting data cleaning process (Tabachnick and Fidell 1996).

Results

Sample

As it can be seen in Table 1, 33% of frontline employees of accommodation establishments participated in the research are female, % 67 are male. It is seen that the education level of employees are between secondary education and university education in general. In other words, 26,1% of employees are secondary school graduates, 42,4% are Vocational High School graduates and 29,1% are university graduates, while 2,5% are primary school graduates.

Table 1: Demographic Breakdown of the Sample (n= 203)

	Frequency (F)	Percentage (%)
Gender		
Female	67	33.0
Male	136	67.0
Total	203	100.0
Age		
18-27	133	65.5
28-37	55	27.1
38-47	9	4.4
48-57	5	2.5
58-67	1	0.5
Total	203	100.0

Level of Education		
Primary School	5	2.5
Secondary or High School	53	26.1
Vocational School	86	42.4
Undergraduate Degree	59	29.1
Masters/Doctorate Degree	----	-----
Total	203	100.0
Job Experience within the Company		
1 or less than a year	87	42.9
1-5	88	43.3
6-10	22	10.8
11 or above	6	3.0
Total	203	100.0
Job Experience within the Sector		
1 or less than a year	30	14.8
1-5	81	39.9
6-10	51	28.6
11-14	22	10.8
15-19	9	4.4
20 or above	3	1.5
Total	203	100.0

Table 1 also shows that, 42,9% of employees participated in the research worked in the same establishment for less than one year and 43,3% worked in the same establishment between 1-5 years. Besides, when total employment periods in the sector are examined, it is seen that approximately 15% of employees were experienced in the sector for less than 1 year and 40% worked between 1-5 years. Moreover, it was determined that approximately 16% of employees worked in the sector for more than 10 years.

Reliability and Validity Analysis

Marketing research literature foresees calculating reliability coefficient regarding the scale (Peter 1979; Carmines and Zeller 1979) and taking the reliability (surface, convergent, distinguishing and nomological) dimensions of the scale into consideration (Bagozzi 1981; Churchill 1979).

Table 2: Reliability Analysis

Alpha = .9059	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item Total Correlation	Alpha If Item Deleted
Q1	134.0197	404.6630	.3739	.9043
Q2	133.8818	403.8275	.4519	.9034
Q3	133.9163	400.2652	.5349	.9024
Q4	133.7980	405.3402	.4441	.9035
Q5	133.8571	397.2617	.5555	.9019
Q6	134.5271	395.3594	.5033	.9025
Q7	134.5567	395.3767	.5186	.9023
Q8	134.7488	395.6742	.5247	.9022
Q9	134.6502	394.1790	.6059	.9012
Q10	134.3547	396.1706	.5406	.9020
Q11	134.3695	393.0361	.5827	.9014
Q12	134.4384	392.7227	.5620	.9016
Q13	134.3547	392.4874	.6037	.9011
Q14	134.3399	392.4235	.6297	.9008
Q15	134.4089	392.5696	.6169	.9009
Q16	134.3941	390.6261	.6710	.9002
Q17	134.4089	399.2924	.5180	.9025
Q18	134.1675	396.5362	.5600	.9018
Q20	134.5468	394.0114	.5551	.9018
Q21	134.6108	404.6448	.3738	.9043
Q22	133.6798	407.8029	.3924	.9041
Q23	133.6404	407.7166	.3446	.9046
Q24	133.6601	406.6215	.3771	.9043

Q25	133.3448	410.8706	.3511	.9046
Q26	133.3251	408.3690	.4200	.9039
Q27	133.3251	408.8938	.4002	.9041
Q28	133.3399	408.8789	.3934	.9042
Q29	134.2808	392.8267	.5598	.9016
Q30	134.0394	400.2757	.4639	.9031
Q31	134.3990	395.3994	.5059	.9025
Q32	134.8276	396.9553	.4536	.9033
Q35	133.6207	408.1178	.3419	.9047
Q37	133.9212	406.0235	.3514	.9046
Q38	135.0443	427.5079	-.1279	.9113
Q39	135.0739	424.8608	-.0731	.9111
Q40	134.8227	426.0971	-.0940	.9121
Q41	133.7537	407.5628	.3306	.9048
Q42	133.7143	408.7397	.3019	.9052
Q43	133.7783	406.5694	.3517	.9046
Q44	133.5369	413.1509	.2130	.9062

In this context, Cronbach Alpha, which is taken into account in the context of internal consistency, was used to calculate reliability of the scale. As it can be seen in Table 2, this value, which was calculated to be .90, is a high and acceptable value (Nunnally 1978).

For the structural validity dimensions of the scale, surface validity, convergent validity, distinguishing validity and nomological dimensions were taken into consideration (Bagozzi 1981; Churchill 1979).

Based on the subjective evaluation of surface validity by interviewers, there is no problem regarding comprehensibility of questions and capability of the questionnaire to measure the examined variables.

In the study, correlation matrix of 45 questions was calculated in order to measure convergent and distinguishing validity dimensions. In accordance with the related literature, definitions regarding examination of convergent and distinguishing validity dimensions are present (Bagozzi 1981). There should be a high correlation between questions which form the same factor for convergent validity and the structure of correlation between these questions should be uniform. On the other hand, for distinguishing validity, correlations between questions regarding different factors should be lower than correlations between questions regarding the same factor and cross correlations between factors should be uniform.

When correlation matrix of 45 questions whose reliability coefficient was found sufficient was examined, it was seen that, in terms of convergent validity, there were questions which had relatively low correlation with the other questions regarding the same factor. With this result, descriptive factor analysis will also be applied in order to determine whether the conditions suggested in the related literature (Bagozzi 1981) are met or not.

Factor Analysis Results

As it can be seen in Table 3, KMO (Kaiser-Meyer-Olkin) Measure of Sampling Adequacy, which is stated to be a condition for applying descriptive factor analysis on the database, was calculated to be 85% and Barlett's Test of Sphericity, which states that significant factors can be defined from the database, was found to be $4690.00p < 0.000$. As a result of these calculations, no harm is seen in using the findings of descriptive factor analysis.

As a result of the equamax rotated principal component analysis which was applied first, 19th; 33rd, 34th and 36th and 45th questions regarding empowerment, organizational commitment and service recovery performance factors respectively were eliminated since they were with a factor load less than .50 and thus the number of questions was determined to be 39.

In table 3, it is seen that prerequisites of descriptive factor analysis were met in the second stage. Moreover, Table 3 also illustrates that the questions regarding the factors mentioned in the theoretical model were loaded in proper factors as a result of the second equamax rotated principal component analysis. For example, the statement "Our establishment determines its goals in accordance with customer satisfaction understanding" was loaded in customer service orientation factor, "Management of our establishment allows me to do almost everything to ensure the solution of problems of customers" was loaded in empowerment factor.

Table 3: Results of Exploratory Factor Analysis

Dimensions and Items	Eigenvalue	% of Variance	Cumulative Variance	Factor %Loading	Cronbach Alpha
Education (EDU)	10.14	26.01	26.01		0.92
Q12				0.84	
Q13				0.84	
Q15				0.82	
Q16				0.79	
Q14				0.78	
Q11				0.70	
Role Ambiguity (RAMB)	4.74	12.16	38.17		0.90
Q26				0.87	
Q27				0.84	
Q25				0.78	
Q28				0.75	
Rewards (RWARD)	2.56	6.55	44.72		0.87
Q7				0.81	
Q6				0.81	
Q8				0.75	
Q9				0.68	
Q10				0.63	
Customer Orientation (CORNT)	2.00	5.13	49.85		0.82
Q1				0.75	
Q2				0.73	
Q3				0.73	
Q4				0.64	
Q5				0.62	
Service Recovery Performance (SRPERF)	1.96	5.02	54.87		0.78
Q42				0.82	
Q43				0.76	
Q41				0.67	
Q44				0.64	
Quitting Intent (QINTEN)	1.76	4.51	59.37		0.83
Q39				0.87	
Q40				0.83	
Q38				0.80	
Empowerment (EMP)	1.40	3.61	62.98		0.79
Q21				0.72	
Q18				0.67	
Q20				0.66	
Q17				0.66	
Dimensions and Items	Eigenvalue	% of Variance	Cumulative Variance	Factor % Loading	Cronbach Alpha
External Job Satisfaction (EJSAT)	1.25	3.21	66.19		0.79
Q31				0.75	
Q29				0.72	
Q30				0.57	
Q32				0.56	

Team Work (TWORK)	1.08	2.77	68.96	0.81
Q22				0.83
Q24				0.75
Q23				0.71
Organizational Commitment (OCOM)	0.95	2.43	71.39	
Q37				0.72

Notes:

Kaiser Meyer - Olkin Measures of Sampling Adequacy: 0.85
 Bartlett's Test of Sphericity: 4690.00 p< 0.000
 Principal component analyses with a varimax rotation
 Overall Reliability Score: 0.91

In conclusion, as a result of the correlation matrix and descriptive factor analysis, it was determined that the conditions regarding convergent and distinguishing dimensions were met almost completely. The factors in the questionnaire whose convergent and distinguishing validities were tested explain 71, 39% of the variation cumulatively, which is considered to be a high value for social sciences.

Correlation Analysis Results

After obtaining the results of the descriptive factor analysis, Pearson correlation was used in order to determine the relationship levels between the factors mentioned in the theoretical model. As it can be seen in Table 4, correlation coefficients calculated between factors are acceptable coefficients on .01 significance level.

Table 4: Means, Standard Deviations, and Correlations of the Study Variables

Scale	Variables									
	1	2	3	4	5	6	7	8	9	10
CORNT	1.00									
RWARD	0.44*	1.00								
EDU	0.43*	0.49*	1.00							
TWORK	0.31*	0.39*	0.54*	1.00						
EMP	0.29*	0.22*	0.24*	0.27*	1.00					
RAMB	0.39*	0.87	0.13	0.22*	0.52*	1.00				
OCOM	0.35*	0.58*	0.47*	0.49*	0.26*	0.16*	1.00			
SRPERF	0.31*	0.25*	0.22*	0.18*	0.21*	0.30*	0.26*	1.00		
OINTEN	-	0.29*	-	0.69	-	0.24	-	0.01	-	0.27*
EJSAT		0.24*	0.11	0.16*	0.25*	0.24*	0.50*	0.14*	0.16*	0.14*
Means	3.68	3.01	3.19	3.14	3.91	4.24	3.19	3.65	2.60	3.88
StdDeviations	0.78	0.98	1.02	0.89	0.82	0.71	0.98	1.09	1.11	0.80

Note:

*All Correlations are significant at the 0.01 level (2-tailed).

Moreover, it is seen that customer service orientation, employee rewards, staff training, teamwork, empowerment, role ambiguity, organizational commitment, intention to resign and external job satisfaction factors which are mentioned in the theoretical model are related with service recovery performance levels of boundary spanning role employees working in accommodation establishments.

It is seen that there are different conditions of applying descriptive factor analysis in the literature. For example, while Özen (1996) argues that number of questionnaires derived from the sample should be at least twice more than the number of questions, according to another source, it should be ten times more (Nunnally 1978). Tabachnick and Fidell (1996) state that number of questionnaires should be at least 300. Since number of questionnaires derived from the sample is more than four times the number of questions, the result is consistent with prerequisite mentioned by different authors.

After taking validity and reliability dimensions of the questionnaire into consideration, multiple regression analysis was applied in the context of the theoretical model. As is known, application of multiple regression analysis depends on meeting some prerequisites (Özen 2000, 1996; Tabachnick and Fidell 1996). The most important one among these prerequisites which should be met in the context of multiple regression analysis is providing normal distribution of error values which cannot be explained by

performance are indicated. Besides, absence of a significant influence of employee rewards on service recovery performance can be explained as the absence of an influence or importance of monetary or non-monetary rewards on service recovery performance as much as other factors, in other word, absence of its influence on employees' motivation.

When we examined Table 6, while influences of staff training ($\beta=.32$), teamwork ($\beta=.15$) and role ambiguity ($\beta=.24$) factors on service recovery performance were considered to be significant, no significant influence of empowerment and organizational commitment factors on service recovery performance was observed. Significant influence of staff training on service recovery performance was also emphasized in the results of the study. Thus, employees stated their opinions on the relationship between both their education and the staff training that they joined in the establishment and efficiency and significant influence of these factors on service recovery performance. Another influential factor was teamwork. In this case, employees think that the organization and the team they compose should primarily consist of right members. Employees considered also the structure, understanding and control mechanism of the organization to be influential on service recovery performance. Moreover, role ambiguity was another factor which was considered to be influential and significant by employees. Employees stated the significant influence of their doubts and concerns such as how the reaction of their colleagues regarding their performance would be on service recovery performance, besides ambiguity of their roles and whether they play these roles effectively or not. On the other hand, absence of a significant influence of empowerment on service recovery performance can be explained as unrest due to the distrust between employees and managers. Besides, employees might ignore the effect of empowerment as well, because of the fear of managers to loose their power and the worry and anxiety that might be experienced due possible mistakes. Absence of a positive influence of organizational commitment factor on service recovery performance can be explained as the absence of faith in the goals and values of the organization, differences between personal and organizational goals and loss of desire to be a part the organization.

Table 6: Results of Multiple Regression Analysis

Multiple R = 0.52 R ² = 0.27 Adjusted R ² = 0.26 Standard Error = 0.69			
F = 14.82 p < 0.001			
<i>Independent Variable: Education, Team Work, Empowerment, Role Ambiguity and Organizational Commitment</i>			
<i>Dependent Variable: Service Recovery Performance</i>			
Independent Variable	β^a	t-value	p ^b
Education	0.32	0.44	0.664
Team Work	0.15	2.01	0.046
Empowerment	- 0.07	- 0.91	0.364
Role Ambiguity	0.50	6.79	0.000
Organizational Commitment	- 0.01	- 0.11	0.916

Notes:

^aStandardized coefficient

^bp<0.05

Assumptions:

Normality: Kolmogorov-Smirnov Statistics 0.101 < 0.114 at a significant level of 0.001

Linearity: Confirmed by the analysis of partial regression plots

Homoscedasticity: Confirmed by the analysis of partial regression plots

Independence of Residuals: Durbin-Watson test, score = 2.02

Multicollinearity Statistics

Model	Dimen- ions	Condition Index	Constant	Variance Proportions					
				EDU	TWORK	EMP	RAMB	OCOM	
1	1	1.00	0.00	0.00	0.00	0.00	0.00	0.00	
	2	8.38	0.01	0.33	0.13	0.01	0.02	0.20	
	3	10.04	0.02	0.10	0.00	0.09	0.03	0.72	
	4	12.35	0.00	0.54	0.85	0.04	0.00	0.03	
	5	16.75	0.43	0.00	0.01	0.71	0.05	0.04	
	6	21.46	0.53	0.03	0.00	0.15	0.90	0.01	

Note:

There is no evidence of multicollinearity problem since each conditioning index is lower than 30, and at least two variance proportions are lower than 0.50 (Tabachnick and Fidell, 1996, p. 87).

On the other hand, when we examine Table 7, service recovery performance was not observed to have a significant influence on intention to resign. Therefore, the reasons of employees who intent to resign can be grounded on reasons apart from service recovery factors.

Table 7 Results of Simple Regression Analysis

Multiple R = 0.14		R² = 0.02	Adjusted R² = 0.02	Standard Error = 1.11		
F = 4.11			p < 0.05			
Independent Variable: Service Recovery Performance						
Dependent Variable: Quitting Intent						
Independent Variable			β^a		t-value	p^b
Service Recovery Performance	-	0.14	-	2.03	0.044	

Notes:

aStandardized coefficient

b p < 0.05

Assumptions:

Normality: Kolmogorov-Smirnov Statistics 0.076 < 0.114 at a significant level of 0.006

Linearity: Confirmed by the analysis of partial regression plots

Homoscedasticity: Confirmed by the analysis of partial regression plots

Independence of Residuals: Durbin-Watson test, score = 1.74

Multicollinearity Statistics

Model	Dimensions	Condition Index	Constant	QINTEN	Variance Proportions
1	1	1.00		0.01	0.01
	2	9.83		0.99	0.99

Note: There is no evidence of multicollinearity problem since each conditioning index is lower than 30, and at least two variance proportions are lower than 0.50 (Tabachnick and Fidell, 1996, p. 87), except for the last dimension whose variance proportions with others were 0.99 (constant) and 0.99.

Finally, as it can be seen in Table 8, service recovery performance (β=.14) has a significant influence on external job satisfaction. With this result, it can be said that customer satisfaction is achieved.

Table 8: Results of Simple Regression Analysis

Multiple R = 0.14		R² = 0.02	Adjusted R² = 0.02	Standard Error = 0.97	
F = 4.01			p < 0.05		
Independent Variable: Service Recovery Performance					
Dependent Variable: External Job Satisfaction					
Independent Variable			β^a	t-value	p^b
Service Recovery Performance			0.14	2.00	0.046

Notes:

aStandardized coefficient

b p < 0.05

Assumptions:

Normality: Kolmogorov-Smirnov Statistics 0.054 < 0.114 at a significant level of 0.2

Linearity: Confirmed by the analysis of partial regression plots

Homoscedasticity: Confirmed by the analysis of partial regression plots

Independence of Residuals: Durbin-Watson test, score = 1.78

Multicollinearity Statistics

Model	Dimensions	Condition Index	Constant	Variance Proportions	
				EJSAT	
1	1	1.00		0.01	0.01
	2	9.83		0.99	0.99

Note: There is no evidence of multicollinearity problem since each conditioning index is lower than 30, and at least two variance proportions are lower than 0.50 (Tabachnick and Fidell, 1996, p. 87), except for the last dimension whose variance proportions with others were 0.99 (constant) and 0.99.

In conclusion, boundary spanning role employees of five star accommodation establishments and first class holiday villages did not perceive employee rewards, empowerment and organizational commitment factors as determinants of service recovery performance. In the framework of these results, first, third, fourth, sixth and eighth hypotheses were accepted and other hypotheses were rejected.

When we compare the original study and this study, it is seen that there are some differences. Although it was determined that staff training and teamwork factors did not influence service recovery performance in the study conducted by Boshoff and Allen (2000), they were determined to be influential in this study.

It is possible to state a similar difference for customer service orientation factor. While customer service orientation factor was not influential on service recovery performance in the original study, it is seen to be influential in this study. Also, employee rewards, which was observed to have influence at a low reliability level in the original study, appeared to have no influence in this study. On the other hand, while empowerment and organizational commitment factors were influential on service recovery performance in the original study, they were determined to be ineffective in this study.

When the results of both studies are taken into consideration generally, some differences are seen. It will not be wrong to say that various factors play a role in emergence of these differences. It can be said that countries and thus cultural differences are primary factors which led the results of studies to be different. On the other hand, although both studies were conducted in service sector, the original study was conducted in banking sector which is one of the sub-sectors of service sector while accommodation sector was selected for this study. Another factor is the difference between indicators of economic development levels of the countries.

While employees have economic welfare in the USA, where the original study was conducted, in our country, where this study was conducted, it will be incorrect to say that employees do not have economic problems. Consequently, it is probably not realistic to expect employees who cannot get rid of their economic problems to be committed to the establishment they work in. another indicator of this situation is the high employee circulation rate in accommodation sector (Aktaş and others, 2001).

Moreover, although the original study was conducted in banking sector, this study was conducted in accommodation sector, therefore; although customer service orientation factor was not influential in the original study, it was influential on service recovery performance in this study.

When we examine the influence of staff training and teamwork factors on service recovery performance in this study although they were not influential in the original study; the high education level of the employees in the sector, who are graduated from vocational high schools and 70% of whom are university graduates, explains why staff training factor is influential on service recovery performance.

The importance of teamwork in accommodation sector is evident. Since there should be teamwork, besides coordination, not only among sub-departments of a main department (for example, restaurant and kitchen sub-departments of food and beverage department) but also among all main departments (for example, front office and floor services and food and beverages departments) in an accommodation establishment, teamwork factor appeared to be influential on service recovery performances in this study while it appeared not to be influential in the original study because it was conducted in banking sector.

Conclusion

In service establishments, customers may be satisfied with the solution found by the establishment for their problems or complaints regarding the services offered. Another possibility is that despite the customer lays a complaint, he is not satisfied with the solution presented by the establishment. Besides, customer dissatisfaction may continue without laying any complaint towards the establishment.

The most important subject that should be suggested in the context of research findings is that accommodation establishment managers should transfer service recovery factors to their boundary spanning role employees completely.

Service quality, which is an abstract concept due to the nature of service which will be offered to customers, is achieved through complete and accurate knowledge and skills of employees who present the service. Low quality or inadequate service offered to customers can effect customer satisfaction negatively and therefore lead to customer complaints on this issue. Although what is ideal, in other words desired, is that service quality should be complete and accurate, employees should perceive service recovery factors completely and accurately for solution of complaints regarding service presentation

Employees, who should be informed about the solutions and decide on the solution, will not be able to produce solutions in case they are not authorized. Although empowerment, in other words authority assignment, which is among service recovery factors, was influential in the original study, it did not have sufficient influence in this study; however, it is the most important factor among the factors which play crucial roles in service presentation. For example, Ritz-Carlton Hotel empowered its boundary spanning role employees and indicated the importance of empowerment being awarded Malcolm Baldrige Quality Award. Therefore, empowerment applications for boundary spanning accommodation services will increase customer satisfaction.

Role ambiguity effects service recovery performances of boundary spanning role employees of accommodation establishments and lowers the quality of the services offered to customers and reduces customer satisfaction. Therefore, firstly, levels of authority of accommodation establishments' boundary spanning role employees should be determined clearly and thus the ambiguities regarding the authorities of employees should be eliminated.

As explained before, frequency and quality of top-down communication in establishments are stated to be influential on boundary spanning role employees' role ambiguity levels. In this context, customer complaints can be solved accurately and rapidly by establishing an effective down-top communication mechanism in accommodation establishments besides an open and guiding top-down communication system. Besides, it also becomes important that the critical role that product information plays in solving customer complaints indicates that boundary spanning role employees' roles and tasks should be defined clearly.

On the other hand, negative effect of role ambiguity on boundary spanning role employees' organizational commitment level and thus increase in their intention to resign, will lead to high employee circulation rate problem in accommodation establishments.

As a result of the study, customer service orientation is among the factors which are influential on service recovery performance. In today's marketing understanding, product oriented understanding is replaced by customer service orientation. Customer service orientation, which aims at creating repurchase intention besides ensuring that customers enjoy the service offered, in other words achieving customer satisfaction, is especially important for marketing service, which is an abstract concept. Consequently, in the study, customer service orientation is among the factors which are influential on boundary spanning role employees' service recovery practices and takes place as a factor which provides customer satisfaction.

On the other hand, high service recovery performance level of boundary spanning role employees of accommodation establishments indicate that it is influential on external job satisfaction dimension. Therefore, in this study, as in other similar studies, it was determined that high performance level leads to high external job satisfaction. Although the employee fulfills the tasks expected from him, may have some positive or negative feelings taking his conditions into consideration, like working conditions and wages. As a result of the study, it was seen that employees found working conditions, wages and additional payments insufficient.

In the light of these findings, accommodation establishments are determined to be inadequate in meeting their boundary spanning role employees' external job satisfaction dimensions as result of their job. Therefore, employees think that establishments do not support them enough financially in return for their performance in service recovery practices. Thus, it will not be wrong to say that employee dissatisfaction will effect customer satisfaction negatively.

As mentioned before, provided that the service offered by accommodation establishments are of the highest quality, making effective service recovery practices in order to achieve customer satisfaction and create repurchase intention can be possible adopting "customer service orientation" understanding as marketing understanding. Consequently, boundary spanning role employees of accommodation establishments will be enabled to pay attention to customer problems or complaints and then find solutions which will provide customer satisfaction.

As a result of examination of factors influential on perceptions of boundary spanning role employees of accommodation establishments regarding service recovery performances, employee rewards, empowerment and organizational commitment factors are not influential on service recovery performances only for the result of this research. Similar studies should be conducted in order to support the research results.

In conclusion, since the original study was conducted in a completely different environment from Turkish culture, measurement of service recovery performance by developing the proper scale in order to achieve the accurate information will contribute to the literature on service.

Appendix 1. Items used to measure latent variables (prior to partial disaggregation)

Customer orientation of the service firm

This hotel measures customer satisfaction on a regular basis
This hotel understands its customers' needs
This hotel sets objectives in terms of customer satisfaction
This hotel attempts to create value for the customer
This hotel is totally committed to serving its customers well
Senior management of this hotel is committed to doing its best for the customer
Senior managers in this hotel talk a lot about customer satisfaction
Senior managers' actions back up verbal commitment to customer service
Senior managers in this hotel go out of their way to ensure that customers are satisfied

Rewards

If I improve the level of service I offer customers, I will be rewarded
The rewards I receive are based on customer evaluations of service
Employees in this hotel are rewarded for serving customers well
Employees of this hotel are rewarded for dealing effectively with customer problems
I am rewarded for satisfying complaining customers

Training

Employees in this hotel receive continued training to provide good service
Employees in this hotel receive extensive customer service training before they come into contact with customers
Employees of this hotel receive training on how to serve customers better
Employees of this hotel are trained to deal with customer complaints
Employees of this hotel receive training on dealing with customer problems
Employees in this hotel receive training on how to deal with complaining customers

Empowerment of frontline staff

I have the authority to correct customer problems when they occur
I am encouraged to handle customer problems by myself
I do not have to get management's approval before I handle customer problems
I am allowed to do almost anything to solve customer problems
I have control over how I solve customer problems

Teamwork

Everyone in my branch contributes to a team effort in serving customers
I feel that I am part of a team in my branch
My fellow branch employees and I co-operate more often than we compete

Role ambiguity

I have clear, planned goals and objectives for my job
I know exactly what is expected of me
I know what my responsibilities are
I feel certain about the level of authority I have

Extrinsic job satisfaction

I am relatively well rewarded financially for my work
I am satisfied with the amount of pay I receive for the job I do
I am satisfied with my working conditions
Given the work I do, I feel I am paid fairly

Organizational commitment

I find that my values and the hotel's values are very similar
I really care about the future of this hotel
I am proud to tell others that I work for this hotel
I am willing to put in a great deal of effort beyond that normally expected in order to help the hotel to be successful
For me, this is the best of all possible organizations for which to work

Intention to leave

I often think about resigning
It would not take much to make me resign from the hotel
I will probably be looking for another job soon

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