



The Interactive Impact of Organizational Support, Service Training and Empowerment on Employees' Affective Commitment and Service Recovery Performance: Hotel Front Office Department's Perspective

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ABSTRACT

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This study investigated the interrelationship of some management practices of service quality, as manifested by front office employees' appraisal of organizational support, service training and empowerment and service recovery performance through their affective commitment in the Egyptian hotel sector. This research reports the findings of questionnaire survey distributed to 219 employees from the front office department of five-star hotels in Cairo. Previously developed and validated measures for organizational support, service training, empowerment, affective commitment and service recovery performance were adopted to test the research hypotheses. Results indicate that organizational support, service training, empowerment and employees' affective commitment are directly related to service recovery performance, though no direct effect of service training over employees' affective commitment was found. Moreover, employees' affective commitment partially mediates the relationship between organizational support, empowerment and service recovery performance. Thus, organizational support and empowerment can strongly relate with achieving a higher level of service recovery performance in the front office department with mediation of its employees' affective commitment.

Introduction

The role played by frontline staff is crucial as this staff offers service to customers. Such a role is also specifically crucial in dealing with dissatisfied customers (Ekiz *et al.*, 2012). In addition, the literature emphasizes that empowerment, training and organization support are the chief factors that influence the service recovery performance (Karatepe *et al.*, 2014; Kirkbir & Cengiz, 2007). Consequently, it greatly affects staff retention (Iqbal & Hashmi, 2015). Employees often become keen to contribute to any success in their hotel when they are genuinely supported by their hotel management (Beheshtifar & Heart, 2013). Furthermore, such support also prompts staff to do voluntary action to achieve their organization goals (Danish *et al.*,

2015). Likewise, it is an essential factor in generating creativity among staff to reach their goals ideally (Ibrahim *et al.*, 2016).

Organizational support serves to reflect the ways an organization can have policies and practices (Tews *et al.*, 2020). Prior research has deduced that various facets of the job and work environment, related to training climate, adopted more positive work experiences for youth (D'Abate *et al.*, 2009). Thus, researchers regard training climate as a prospective antecedent of turnover in the domain of the hospitality industry. Training in the workplace includes some work environment features that can enhance positive emotional responses (Michel *et al.*, 2019).

Many faults and troubles recurrently take place in the hospitality industry via presenting service to customers. Staff in the hospitality industry are challenged by dealing with customers' troubles and complaints and not losing such customers (Schumacher & Komppula, 2016). Losing customers means reduced profits and more bad word of mouth (Filip, 2013). Accordingly, all customers' troubles and complaints have to be recovered to warrant lasting relationships with guests (Michel *et al.*, 2009). Guests will certainly be satisfied and will do favorable actions for the establishment when staff offers them superior service recovery (Othman *et al.*, 2013). Hence, a work environment that includes good training, supportive management, empowerment, motivation, and service technology for frontline staff will boost staff performance related to service recovery and maintain customers' satisfaction (Piaralal *et al.*, 2016). Therefore, this paper aims to emphasize and examine several factors that can provide a supportive working environment to improve the performance of service recovery in hotel establishments.

Literature Review

Organizational Support

The factors that influence hotel performance include keeping justice in the establishment, managerial support, organizational rewards, working environment, appreciating employees, progress at work, job safety, and independence. Perceiving organizational support may result in affective commitment, job satisfaction, job performance, and professional commitment (Rhoades & Eisenberg, 2002). Hence, such a perception of organizational support leads employees to feel engaged in making contributions to the organization (Eder & Eisenberger, 2008). Further, Karatepe's (2014) study suggested that perceived organizational support influences affective commitment, service recovery performance, and job performance.

Krishnan and Mary (2012) explained that organizational support is how staff senses the extent to which the organization is interested in employee well-being. It mirrors the quality of the social interactions taking place between employers and their staff (Casper *et al.*, 2011). Therefore, perceived organization support highlights employees' beliefs regarding how the organization appreciates (staff) general contributions and cares for employees' welfare (Eisenberger *et al.*, 1986; Wickramasinghe & Wickramasinghe, 2012). Organizational support is central to strengthen the staff's influential commitment and job satisfaction and reinforce the organizational commitment, leading to service recovery success (Woo & Chelladurai,

2012; Alijanpour *et al.*, 2013; Guan *et al.*, 2014). Thus, there are few prior types of research founded on the direct correlation between organizational support and customer satisfaction. Perceptions of both the frontline staff and their guests tend to detect that some job resources (such as elements of organizational support) influence staff attitude as well as the forthright impact on customers' satisfaction (Biswakarma, 2017).

Service Training

Training will only produce the purposed results if organization support and empowerment mechanisms exist as well (Hart *et al.*, 1990; Forrester, 2000). Management's simultaneous focus on empowerment and support reflects management commitment regarding service quality. More importantly, what gives meaning to the construct is the frontline staff cognitive evaluation of the level of these indicators (Babakus *et al.*, 2003). Thus, the literature relevant to the researchers of training (Combs *et al.*, 2006; Yavas *et al.*, 2010; Karatepe *et al.*, 2014) proposed that training is linked to affective commitment. More specifically, training has introduced a valuable relationship with service recovery performance in the studies that have to do with the financial institute, insurance companies, and hotels (Ardahan, 2007; Rod & Ashill, 2009; Masoud & Hmeidan, 2013; Piaralal *et al.*, 2014).

Training plays a basic role in the service industry to provide an endlessly superior service level. Not only is the staff trained to acquire technical or functional skills, but the staff is also given social training. Such social training comprises the ways to deal with complaints with ease such as listening to a customer's trouble, controlling a difficult situation and responding instantly to unpredicted circumstances (Karatepe & Vatankhah, 2015). Accordingly, training influences the quantity and quality of work and the rapidity of work achievement (Kum *et al.*, 2014; Alfandi, 2016). It was also unveiled that trained staff is more qualified and motivated than untrained staff (Manoj, 2013; Asfaw *et al.*, 2015).

Empowerment

Empowerment is referred to as being independent and free to make decisions and commitments (Forrester, 2000). Additionally, Ramesh (2014) explained empowerment as the leaders' capability to allow staff to dominate over their work and make contributions and some independent decisions. One of the chief causes for the failure of empowerment efforts is that some employees might feel threatened by empowerment due to the expanding responsibilities and processing of greater sums of information (Eylon & Bamberger, 2000). Hence, empowerment essentially affects job satisfaction (Spreitzer *et al.*, 1997; Eylon & Bamberger, 2000) and affective commitment (Koberg *et al.*, 1999; Liden *et al.*, 2000).

According to Argyris (1998) empowerment is closely interrelated with internal commitment. The more top management requires serious commitment from its staff, the more it must empower them. In specific, in the services area, researches by Fulford and Enz (1995) and Liden *et al.* (2000) concluded that there is concrete empirical evidence regarding the direct impact of empowerment on both affective commitment and job satisfaction. As a result, empowerment provides frontline

employees with the accountability and power required to do work swiftly without a lot of commands and to get rid of any service failure (Hart *et al.*, 1990; Lewis & Gabrielsen, 1998). Motivating employees to share new ideas and concepts can support hotels reinforcement of service excellence and sustainability efforts (Malik *et al.*, 2015). Many people in the business world assume that staff constitutes a vital resource in hotels needed to spread competitiveness and success (Appelbaum *et al.*, 2015). Empowerment is specifically more substantial for hotel front-line operations to be able to manage any repeated and unpredicted circumstances or customers' complaints (Abdien, 2017). Empowerment supports staff to make continuous contact with guests to take instant actions for service recovery (Wamuyu *et al.*, 2015).

Nair *et al.* (2014) proposed that empowerment is a treasured tool employed in proving that employees are trusted by the organization to perform well and make more positive contributions. Tariq *et al.* (2016) deduced that empowerment in organizations is firmly interweaved with the commitment level of staff. Committed staff is unlikely to leave the organization; this reduces staff turnover and increases commitment (Kim *et al.*, 2015). Consequently, Jernigan *et al.* (2016) postulated that empowerment influences levels of being committed to the leadership of the organization. Employee empowerment is basic in any business with goals of reaching and maintaining success (Alex & George, 2014).

Employees' Affective Commitment

Affective commitment is a type of emotional commitment which leads to both: satisfaction and a strong commitment to the organization. Employees' satisfaction relies to a great extent on their emotional commitment (Sieger *et al.*, 2011). Furthermore, the research which is conducted in the domain of human resources and talent management has given valuable importance to affective commitment towards the organization (Bindl & Parke, 2011; Raineri, 2017). This commitment has always been central in the so-called “soft” models where the light was primarily shed on the professional development of staff (Truss, 1999). Affective commitment (feelings aroused toward the organization) directly affects frontline employees' perceived service recovery performance (Yavas *et al.*, 2003).

Affective commitment is described as employees' emotional engagement or participation in the organization (Luna-Arocas & Lara, 2020). Affective or moral commitment takes place when people entirely perceive the objectives and values of the organization. People also emotionally contribute to the organization by playing a significant role in the organization's success. These persons are regarded as having a good level of performance, positive work attitudes in addition to a target to remain steady in the organization (Rosa & Ancok, 2020). Additionally, organization support boosts affective commitment as it offers emotional support and meets individuals' socio-emotional needs. Hence, one feels greatly attached to the organization for their emotional needs are met, having themselves defined in the organization (Rhoades & Eisenberger, 2002). Thus, research convey that there is a firm bond between perceived organizational support and affective commitment (Meyer & Smith, 2000; Eisenberger *et al.*, 2001), In consequence, recent studies detect the extent to which affective organizational commitment positively affects job satisfaction and job

performance through achieving high quality of service and handling immediate action if any complaints take place (Cao *et al.*, 2020).

Service Recovery Performance

Service recovery performance has been marked by diverse researchers as the frontline service staff's perception of their capabilities and action to be capable of solving failure of service and, in turn, trying to satisfy customers (Babakus *et al.*, 2003; Yavas *et al.*, 2003; Baron *et al.*, 2005). Service recovery techniques are referred to as actions taken by service establishments and their staff as a response to service failures to retrieve customers' satisfaction (Patterson *et al.*, 2006). For that reason, the process of service recovery requires speed, listening carefully to any problems faced by customers and responding wisely with personal care (Boshoff & Allen, 2000; Michel *et al.*, 2009). These strategies are likely to encompass problem admission, speedy correction of service failure, apologizing, problem clarification, empowering staff to resolve problems, and compensating customers for any loss (Patterson *et al.*, 2006; Prasongsukarn & Patterson, 2012).

In cases of service failure, the real service offered to customers does not meet their expectations. This notion can be defined as that exchange where customers realize a specific loss (possibly financial) because of a failure perceived in a supplementary or core service on the part of the service provider (Prasongsukarn & Patterson, 2012). Therefore, this service failure may cause customer dissatisfaction (Kim *et al.*, 2009). Service recovery plans ought to be prepared in hotels to rectify any mistakes, satisfy annoyed customers and maintain a long-term bond with them (Santos-Vijande *et al.*, 2013). Furthermore, Masoud and Hmeidan (2013) pointed out that frontline employees' service recovery performance can be motivated by training, empowerment, organization support, and service technology.

Service failure is expected to recur several times in the hospitality industry (Ogbonna & Igbojekwe, 2015). Service recovery performance is represented in the actions which a service provider may take to get rid of a service failure (Karatepe & Vatankhah, 2015). Moreover, the organization's reputation relies on the level of service recovery performance offered to its customers (Hassan, 2015). Therefore, organization support and training are also two substantial techniques used to achieve rapid service recovery in hotels (Wamuyu *et al.*, 2015). Service provider ought to work on various approaches related to service recovery performance via relying on the nature of the problem and the type of customers (Lai & Chou, 2015). Moreover, both effective communication and rapidity of service recovery are necessary to evade customer dissatisfaction (Rejikumar, 2015). Consequently, organizations can encourage employees' performance concerning service recovery through supplying them with a proper and prompting work environment (Abdien, 2017). Motivating employees' service recovery performance can be stimulated by training, support, empowerment, and job satisfaction (Malhotra & Lages, 2015; Nadiri & Tanova, 2016; Mahyoub *et al.*, 2017).

Research Framework and Hypotheses

Based on the previous literature, eight hypotheses and a proposed model (see Fig. 1) are presented below.

- H1:** Front office employees' perceptions of organizational support have a significant positive impact on their affective commitment.
- H2:** Front office employees' perceptions of service training have a significant positive impact on their affective commitment.
- H3:** Front office employees' perceptions of empowerment have a significant positive impact on their affective commitment.
- H4:** Front office employees' perceptions of organizational support have a significant positive impact on their perceptions of service recovery performance.
- H5:** Front office employees' perceptions of service training have a significant positive impact on their perceptions of service recovery performance.
- H6:** Front office employees' perceptions of empowerment have a significant positive impact on their perceptions of service recovery performance.
- H7:** Front office employees' affective commitment has a significant positive impact on their perceptions of service recovery performance.
- H8:** Employees' affective commitment mediates the relationship between organizational support, service training and empowerment with service recovery performance.

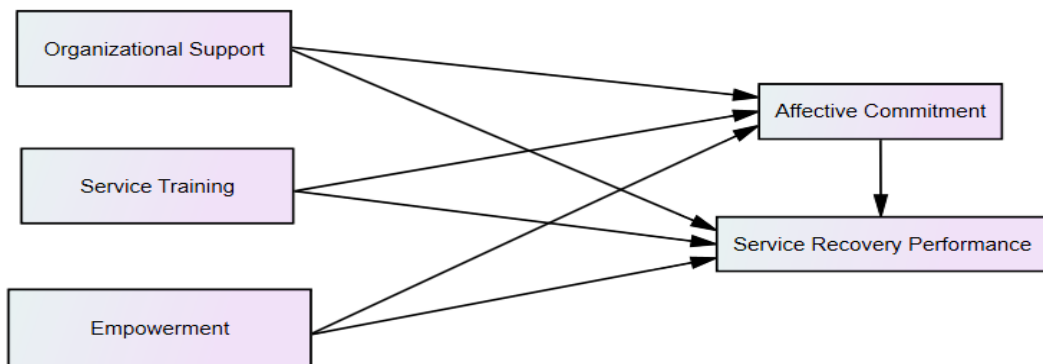


Fig.1. Proposed research model

Research Design, Sampling and Data Collection

This research employed a quantitative research approach towards descriptive research design which was adapted and revised from previous studies. A questionnaire survey was used to test the relationship of independent variables of organizational support, service training and empowerment over the dependent variable of service recovery performance through the mediating variable of employees' affective commitment in the Egyptian hotel sector. This questionnaire was pilot tested to assess the wording, the sequence and length of the questions.

The questionnaire was adapted from (Babakus *et al.*, 2003; Biswakarma, 2017) and the final version was divided into two main parts. In the first part, employees were

asked to rate five constructs (28 items): Organizational Support (OS) scale with seven items, Service Training, (ST) scale with six items, Empowerment (EM) scale with five items, Affective Commitment (COM) scale with five items and Service Recovery Performance (PER) scale with five items. A 5 point Likert scale was adopted. The second section asked employees for the demographic profile.

A sample of 250 employees in the front office department of five-star hotels in Cairo was considered for the study from July 2020 through November 2020. A convenience sampling technique has been adapted to select hotels which participated, in which the researchers choose participants by judgmental sampling; they believed that front-office employees are in the best position to provide holistic insight on issues investigated. 250 questionnaires were distributed out of which 219 were valid representing a response rate of 87.6 percent.

Analytical Strategy

Statistical Package for the Social Sciences (SPSS) version 20 was used to analyze the variables of the study descriptively by their means and standard deviations. Then, Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) using Analysis of moment structure (AMOS) was utilized to ensure the factor loading of the items and to test the hypotheses.

Results

Profile of Respondents

The responses of the participants regarding their profiles (as presented in table 2) show that most employees 67.1% (n=147) were male, female constituted 32.9% (n=72). In addition, the most significant sample of employees was 53.9%. (n=118) in the 21 to 30 year age group. With regards to education, a maximum of the employees had a university degree with 72.6% (n=159). Finally, most employees had work experience ranged from 3 up to 5 years (i.e., 67.6 percent).

Table 2

Profile of the respondents (N=219)

Demographic Data		Frequency	%
Gender	Male	147	67.1
	Female	72	32.9
Age group in yrs.	Below 20	15	6.8
	21 -30	118	53.9
	31-40	65	29.7
	40 and above	21	9.6
Education	Primary	5	2.3
	Secondary	43	19.6
	University	159	72.6
	Post	12	5.5
Experiences	1-2 years	54	24.6
	3-5 years	148	67.6
	6-10 years	14	6.4
	Over 10 years	3	1.4

Construct Measurements

Table (1) shows that front office employees were affected by some practices of organizational support and service training as well empowerment, as follows: "employees have control over how they solve customer problems" (M = 4.44); "employees do not have to get management's approval before they handle customer problems" (M = 4.43); "employees of our hotel receive training on how to deal with complaining customers" (M = 4.30); "If given the opportunity, the hotel would take advantage of their employees" (M = 4.17); "when employees have a problem, the hotel offers a help". Regarding affective commitment, employees emphasized the strength of bonding and the in common values with their hotels as: "this is the best of all possible organizations for which to work" (M = 4.43); "employees care about the future of the hotel" (M = 4.22). Moreover, employees have paid attention to deal with customer complaints to satisfy them like "satisfying complaining customers is a great thrill to employees" (M = 4.19).

Table 1
Construct measurements

Construct	Code	Measures	Mean	Std. dev.
Organizational Support				
Organizational Support (OS)	OS1	My hotel cares about my well-being	4.04	1.16
	OS2	My hotel strongly considers my goals and values	4.01	1.11
	OS3	My hotel cares about my opinions	3.17	1.27
	OS4	My hotel caters my special needs	3.82	1.11
	OS5	My hotel offers me a suitable help, when i have an issue	4.16	1.06
	OS6	My hotel usually forgives my unintended mistakes	2.96	1.23
	OS7	My hotel always take benefits from my opinions	4.17	1.07
Service Training				
Service Training (ST)	ST1	My hotel always train employees to offer professional service	3.98	1.07
	ST2	My hotel staff receives an extensive training in customer service before dealing with customers	4.12	0.90
	ST3	My hotel staff receives an extensive training in providing a better service to our customers	3.80	1.11
	ST4	My hotel staff is trained to handle customers' complaints on an ongoing basis	2.96	1.23
	ST5	My hotel offers training programs on how to deal with customer issues	4.12	1.03
	ST6	My hotel staff receives an extensive training on how to deal with customers' incivility	4.30	0.90
			Continued	

Empowerment				
Empowerment (EM)	EM1	My hotel empowers me to deal with customer complains	3.05	1.30
	EM2	My hotel encourages me to resolve customer problems	4.00	1.11
	EM3	I can deal with customer problems without management's approval	4.43	0.88
	EM4	My hotel allows me to do almost anything to solve customer complains	3.95	1.10
	EM5	I have control over how customers' complaints are resolved	4.44	0.80
Affective Commitment				
Affective Commitment (COM)	COM1	My values are similar to those of the hotels	4.02	1.09
	COM2	I'm really concerns to my hotel's future	4.22	0.91
	COM3	I'm so proud to say I'm working for this hotel	3.66	1.14
	COM4	I am willing to make much effort to help my hotel to be successful beyond what is usually expected.	4.03	1.09
	COM5	For me, this is the best hotel to work for	4.43	0.81
Service Recovery Performance				
Service Recovery Performance (PER)	PER1	In view of everything I do, I handle dissatisfied customers very well	4.03	1.03
	PER2	I have the confidence to handle customer complaints without fear	4.15	0.93
	PER3	I do not leave a customer with a complain except with a solution	3.94	0.88
	PER4	It is a great goal for me to satisfy complaining customers	4.19	0.88
	PER5	Complaining customers that I have treated before are one of the most loyal one today	4.15	1.05

Analysis of Measurement Model

1) Confirmatory factor analysis (CFA)

In this study, a test for the reliability and validity of constructs was carried out using a confirmatory factor analysis (CFA) model fit. The structural model results with factor loading were presented in Table 3 and Figure 2. Given this, not all factors loading is higher than 0.6 which means that the initial model was not a satisfactory fit. Hence, some modification indices are necessary before the testing to improve the model fit. More specifically, modification indices suggested remedies to two items from the research scale (i.e., OS6; ST4 has been deleted to achieve model fit indices). Forthwith, to significantly decrease the model fit, standard residual covariance was tested. So, few items in latent variables were covariate. OS3, OS5, and OS7 in OS latent variable; ST2 and ST5 in ST latent variable; ME4 and ME5 in ME latent variable; COM3 and COM5 in COM latent variable; PER1, PER4, and PER5 in PER latent variable were covariate.

Table 3
Factor loadings

Construct	Factor Loading
Organizational Support (OS)	
OS1	0.84
OS2	0.81
OS3	0.74
OS4	0.80
OS5	0.79
OS7	0.93
Service Training (ST)	
ST1	0.92
ST2	0.70
ST3	0.85
ST5	0.84
ST6	0.78
Empowerment (EM)	
EM1	0.87
EM2	0.69
EM3	0.88
EM4	0.70
EM5	0.73
Affective Commitment (COM)	
COM1	0.79
COM2	0.88
COM3	0.72
COM4	0.91
COM5	0.89
Service Recovery Performance (PER)	
PER1	0.74
PER2	0.86
PER3	0.84
PER4	0.78
PER5	0.72

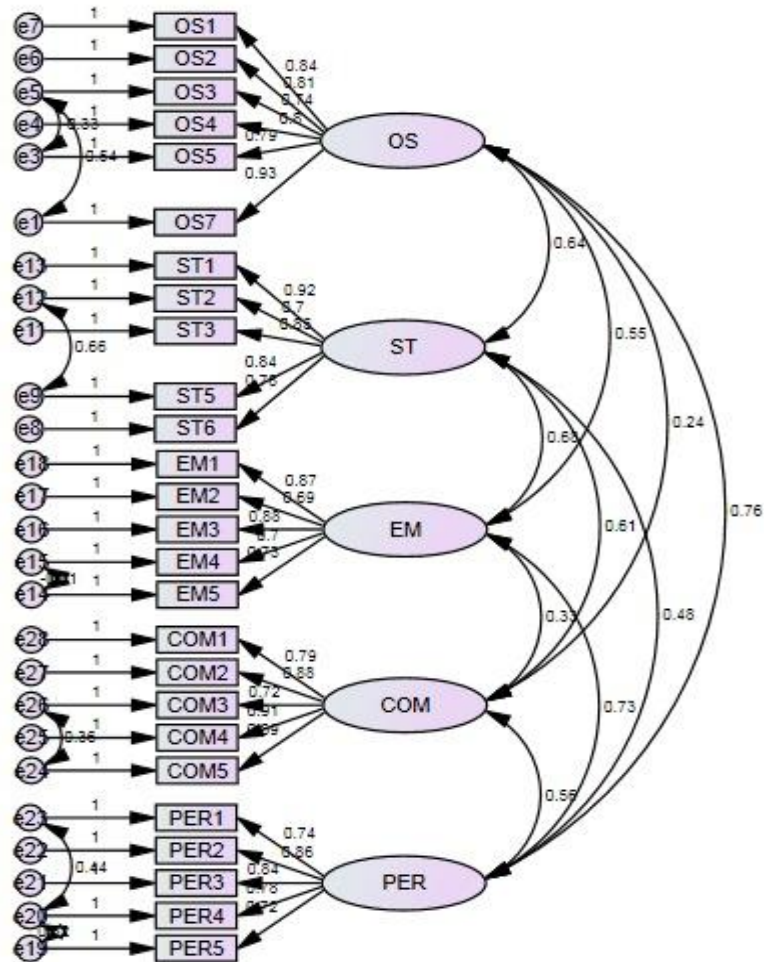


Fig.2. CFA of Latent Variable Construct of the Final Model

As shown in table 4, results from the model estimate showed that total fit indicators for the good model fit for the acceptable threshold were achieved, with $\chi^2(601) = 868.838$; $p < .0001$, $2/df = 1.45$ lower than the acceptable value of 3. According to Nejatian et al. (2011), the model is well fitted to the evaluation criteria-based data, including GFI, CFI, TLI and RMSEA. To determine the model fit, at least three indices must be fitted well (Hair *et al.*, 2010). $GFI=0.90$, $AGFI=0.91$ ($>.80$ Hu & Bentler, 1999). $NFI= 0.93$, $CFI= 0.95$, $RFI= 0.91$ and $TLI= 0.94$ indicating model Good Fit, within the upper threshold of $> .90$ (Tucker & Lewis 1973; Hu & Bentler, 1999). $RMSEA = 0.048$ (<0.08 , Hair *et al.*, 2010; Arbuckle, 2011).

Table 4
Summary of Model Fit Indices for Structural Model

Measures	Observed Values
χ^2	868.838
p	.0001
df	1.45
GFI	0.90

Continued

AGFI	0.91
NFI	0.93
CFI	0.95
RFI	0.91
TLI	0.94
RMSEA	0.025

χ^2 = Chi-Square; p - value for the model, Df = Degree of freedom, GFI = goodness of fit index; $AGFI$ = Absolute goodness of fit index; NFI = Normed fit index; CFI = Comparative fit index; RFI = Relative fit index; TLI = Tucker-Lewis index; $RMSEA$ = Root mean square error of approximation fit index.

2) Reliability, Convergent validity and Discriminant validity

To test the reliability, firstly for the reliability of employee perception towards their hotel, the employee should have at least one year of working experience considered as a valid sample. Furthermore, table 5 presents the results of CFA which showed that the lowest value of CR and Cronbach’s α for all of the constructs was 0.70, which exceeded the minimum acceptable value of 0.70 (Pallant, 2005), proving that data are considered to be reliable. Similarly, to test the convergent validity, CR and AVE were used. Correspondingly, to test the discriminant validity, MSV and ASV were used. Convergent Validity with the indices of CR and AVE exceeded the minimum acceptable level representing good convergent validity. On the other hand, The AVE of each study construct was larger than the squared correlation for the two constructs, showing good discriminant validity (see Table 6). This means that the measures are satisfactorily cohesive, and there are several common convergence points (Hair *et al.*, 2010).

Table 5
Reliability and Validity

Construct	CR	A	AVE
Organizational Support (OS)	0.92	0.92	0.673
Service Training (ST)	0.91	0.90	0.675
Empowerment (EM)	0.88	0.88	0.606
Affective Commitment (COM)	0.92	0.90	0.707
Service Recovery Performance (PER)	0.89	0.89	0.624

CR = Composite reliability; α = Alpha reliability; AVE = average variance extracted.

Table 6
Discriminant Validity for the Measurement Model

Variables	OS	ST	EM	COM	PER
Organizational Support (OS)	0.67	0.41	0.30	0.05	0.57
Service Training (ST)	0.41	0.67	0.46	0.37	0.23
Empowerment (EM)	0.30	0.46	0.60	0.11	0.53
Affective Commitment (COM)	0.05	0.37	0.11	0.70	0.31
Service Recovery Performance (PER)	0.57	0.23	0.53	0.31	0.62

Note: The bold values along the diagonal line are the AVE values for the constructs, and the other values are the squared correlations for each pair of constructs

3) Structural model and Hypotheses testing

The hypothesized relationships

Given the above, the hypothesized relationships were tested using standardized path coefficients (β) as shown in table 7. Overall, the structural model achieved acceptable fit ($\chi^2 = 283.564$, $df = 6$, $p < 0.01$, $CFI = 0.934$, $RMSEA = 0.042$) (Hair *et al.*, 2010). These estimates can be described as positively strong since most of the Absolute t-value > 3.29 , $p < 0.001$. The results showed that both organizational support and empowerment positively affected employees' affective commitment, supported H1 ($\beta = 0.286$; t-value = 10.35) and H3 ($\beta = 0.456$; t-value = 11.91). Hence, path analysis determined the theoretically based hypotheses organizational support and empowerment had a significant positive impact on employees' affective commitment as assumed. In addition, the results showed that there is a strong relationship between organizational support, service training and empowerment with service recovery performance, supported H4 ($\beta = 0.168$; t-value = 3.89), H5 ($\beta = 0.128$; t-value = 3.81) and H6 ($\beta = 0.294$; t-value = 4.79), respectively. These results confirmed the theoretically based hypotheses organizational support, service training and empowerment had a significant positive impact on front office employees' perception of service recovery performance. Moreover, employees' affective commitment had a significant positive effect on service recovery performance, supported H7 ($\beta = 1.084$; t-value = 16.92). However, service training did not have any effect on employees' affective commitment; this is contrary to the assumption that an employee who trains well in service will raise his affective commitment (Reject H2).

Table 7
Standardized Parameter Estimates of the Structural Model

H	Path	Beta coefficients (β)	t-values	Results
H1	Organizational Support -> Affective Commitment	0.286	10.35***	Supported
H2	Service Training -> Affective Commitment	0.065	4.81	Rejected
H3	Empowerment-> Affective Commitment	0.456	11.91***	Supported
H4	Organizational Support -> Service Recovery Performance	0.168	3.98***	Supported
H5	Service Training -> Service Recovery Performance	0.128	3.81***	Supported
H6	Empowerment -> Service Recovery Performance	0.294	4.79***	Supported
H7	Affective Commitment -> Service Recovery Performance	1.084	16.92***	Supported

*Absolute t-value > 1.96 , $p < 0.05$; **Absolute t-value > 2.58 , $p < 0.01$; ***Absolute t-value > 3.29 , $p < 0.001$.

Mediation results

The current model also investigated the mediating relations of affective commitment towards organizational support, service training, and empowerment over service recovery performance with the formulation of H8a, b, c. The mediation effects of the constructed model were analyzed on the basis of the hypothesis. The construct for the mediation test was tested through SEM with standardized indirect bias-corrected bootstrap estimates with a 90% bias-corrected confidence interval based on 500 bootstrap samples. As shown in Table 8, the mediation results indicate that two indirect effects are statistically significant and there is no zero value within the lower to upper confidence interval boundaries. H8 was verified using the values of indirect beta, lower boundary, and upper boundary as shown in table 8. The result indicates that organizational support has strong significant positive relation with service recovery performance (Estimate = 0.359, $p < .000$; CI = .222 to .426) through employee affective commitment. In addition, there were strong positive indirect relation of empowerment (Estimate = 0.413, $p < .000$; CI = .385 to .602) with service recovery performance when mediated by employee affective commitment. Hypothesis 8a and 8c are being supported because of this mediation analysis. Meanwhile, the result indicates that service training has not had a relation with service recovery performance through employee affective commitment (Estimate = 0.359, $p < .000$; CI = .222 to .426) (Reject of H8b). These results confirmed that it signifies not only the importance of the employees' perception of organizational support and empowerment towards service recovery performance; it too indicates the importance of organizational support and empowerment towards employees' affective commitment. Hence, H8a and H8c are accepted since there is a mediation effect between the observational variables of organizational support, empowerment, affective commitment and service recovery performance.

Table 8

Summary of Hypothesis Testing to Identify Mediation

H	Relationship	Indirect	Lower Boundary	Upper Boundary	Sig
H8a	Organizational Support-> Affective Commitment -> Service Recovery	0.359	.222	.426	<.001
H8b	Service Training-> Affective Commitment-> Service Recovery	0.085	.014	.145	.045
H8c	Empowerment-> Affective Commitment-> Service Recovery	0.413	.385	.602	<.001

Discussion, Implications and Conclusion

This study explores the conceptualization of managerial strategies of service recovery performance through examining the relationship between organizational support, service training, empowerment, affective commitment and service recovery performance in the Egyptian hotels sector. Moreover, this study presents and tests an adapted model that is grounded on eight hypotheses. The result of the study deduced

that seven hypotheses were supported and matched with similar results in several studies as mentioned below.

On one hand, the findings of this study revealed a significant relationship of organizational support towards the affective commitment and service recovery performance indicated that the front office employees expect that whenever the hotel cares about their contribution and their well-being, it will increase their affective commitment to the hotel and will successfully improve service recovery performance, supporting model H1 and H4. Organizational support is not only in the form of manager support (i.e., sharing supportive encouragement messages, success stories, and how to deal with daily job stress), it can be also in the form of teammates support (i.e., social interaction and friendly competition) and strategic alignment (i.e. volunteering, giving value, learning and development). Hence, the hotel industry needs to identify the suitable types of support to be given to their employees that will affect their affective commitment and service recovery performance. These findings are consistent with Hamir et al. (2018) who mentioned that organizational support has a significant positive influence on service recovery performance. Therefore, this study suggests that paying attention to organizational support is one of the most vital factors which will reinforce service recovery success. Hence, this will greatly affect the quality of service and customer satisfaction hotel brand and reputation.

With regards to service training, the results of this research revealed that there is no significant correlation between training and affective commitment. This is probably because the training technique is about learning skills and information to improve performance. On the other hand, the employees' affective commitment is not significantly influenced by the educational and training level, because the emotional commitment increases when the psychological state of the employees improves. Moreover, hotels set training plans regardless of the employees' inclination to be trained or not. In addition, some employees are forced to work in the hospitality field due to the living conditions, so they perform the training simply to satisfy the hotel policy, regardless of their emotional commitment. For these reasons, the H2 model is not supported. These findings differ from those of Karatepe et al. (2014) which deduced that training received by the frontline employees is important to affective commitment. However, the results exposed that there is a positive significant relationship between training and service recovery performance, supporting H5. There is no doubt that training cost a lot, but lack of training costs more. Training has vital importance in the success of service, especially in the field of hospitality, and the success of service restoration depends largely on training. This is consistent with a previous study by Yeo et al. (2017) which proved that, in the service industry, effective training is an essential element to achieve service recovery and maintain customer satisfaction. Training can keep service recovery performance and maintain good long-term relationships with customers to gain their loyalty, commitment, and product acceptance through providing effective service recovery.

Furthermore, the study emphasizes the significance of empowerment. The results confirm the positive influence of such significance on both affective commitment and service recovery performance, supporting H3 and H6. Empowered employees can

produce good ideas as they have internal motivation to perform effectively. In this situation, front office hotel employees are often ready and willing to offer their opinions. Therefore, employees who have been given empowerment by the management would be effectively committed to their hotels and could make good decisions in handling any service failure actions without their supervisor's advice. These results are like the study of Walker and Miller (2012) when they indicated that empowered employees would have a better affective commitment to their job. Moreover, these results are in line with statements of Wanjau et al. (2015) and Huertas-Valdivia et al. (2018) that employees should have considerable freedom in deciding how to deal with service failures and customers' complaints. Hence, hotel management's trust towards its front office employees will promote their affective commitment level and, at the same time, will increase their self-competence in handling any service recovery situation.

Moreover, model H7 conjectured that the presence of employees' affective commitment in service recovery is important. Affection for a job occurs when employees' goals and values are aligning with those of the organization, causing a strong emotional attachment. In turn, this increased feeling of affective commitment is likely to add more creative employee performance, especially in service industries. Committed employees dedicate more effort to achieve organizational objectives like identifying service failures. These findings agree with Fernandez-Lores et al. (2016) and Hamir et al. (2018) who stated that hotels are trying to generate affective commitment in the best employees in a global labor market. Therefore, service recovery performance can be enhanced by the proper practice of management through establishing the appropriate strategy. This is carried out to increase employees' affective commitment through identifying the employees' needs and desires. So, entrepreneurs in the hotel industry should enhance employees' affective commitment that promotes influences on service recovery outcomes.

Further, in studying the management strategies as well as service recovery performance, mediating relationships are of particular importance. In hypothesis 8, the independent, dependent, and mediator variables were investigated as follows: three indirect paths from the independent variables of organizational support, service training, and empowerment to the dependent variable of service recovery via the mediator variable of affective commitment. Therefore, the mediation or indirect effect was examined with the lower boundary indirect effect and upper boundary indirect effect. Hence, both organizational support and empowerment have a significant effect on service recovery performance through the mediator of affective commitment; meaning H8a and H8c were supported. This means that managerial strategies like organizational support and empowerment, simultaneously through affective commitment, will strengthen better front office employees' service recovery performance. This is supported by previous research (e.g., Babakus *et al.*, 2003; Khan *et al.*, 2016) that implementing clear policies about giving values for the employees and concern for the provision of an improved working environment can enhance front office employees' affective commitment and satisfaction to the hotel, and ultimately improve their performance. However, service training shows a non-significant

relationship with service recovery performance through the mediator of affective commitment. In other words, service training didn't have a specific indirect effect on service recovery via the mediator of affective commitment; meaning H8b was rejected. The results deduce that training programs and development affect service recovery performance directly, but they did not have a positive effect on it through a mediating role of affective commitment. Hence, training programs are not necessary for empowered employees to be affectively committed.

Thus, the present study provides evidence that neglecting attention to appropriate support and formal empowerment of front-office employees may weaken their affective commitment, causing failure in service quality, performance deficiency and organizational collapse. Implementing appropriate organizational support is a good investment in the front-office employees' psychological behavior which ultimately promotes their growth and improves their interior desire to work hard. Moreover, empowering them, it increases their confidence in making their decisions and the feeling of satisfaction towards the hotel which, in turn, helps in making appropriate technical decisions in dealing with service failures and customers' complaints. As many managers understand the importance of employee commitment, hotel managers may benefit from obtaining new managerial strategies that are effective in increasing front-office employee affective commitment and the overall service performance. Furthermore, hotel managers may use the results of this research to acquire new approaches which could be useful during implementing employee affective commitment strategies and effectively reduce service failures.

Limitation and Suggestion for Future Research

The present study merely focused on 5-star front office hotel employees only as part of the study sample. Therefore, the present findings may not be generalized to all frontline employees and the entire hotel industry in Egypt. In addressing the limitation of the present study, it is suggested that future research include employees of other departments and other hotel categories. Moreover, the present study suggested that future research should include other factors that may influence service recovery performance such as social capital and customer incivility. Besides, a presence of mediators, such as service providers' resilience between the factors and the service recovery performance would be able to give a more complete understanding of the relationship.

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التأثير التفاعلي للدعم التنظيمي والتدريب على الخدمة والتمكين على الالتزام العاطفي

للموظفين وأداء استعادة الخدمة: منظور إدارة المكاتب الأمامية بالفنادق

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كلية السياحة وإدارة الفنادق، جامعة حلوان

معلومات المقالة	المخلص
الكلمات المفتاحية	الحديث عن مفهوم قياس الأثر للدعم التنظيمي، التدريب الخدمي والتمكين الإداري من قبل الإدارة وانعكاساته على أداء المكاتب الأمامية من أجل استعادة الخدمة مرة أخرى أثير كثيرا في أبحاث سابقة، ولا يزال يثار حتى يومنا هذا. فالعديد من الفنادق تستخدم التدريب كمعالجة لفشل الخدمة واستعادتها مرة أخرى لتغيير سلوك الموظف من خلال تطبيق ما تعلمه المتدرب في التدريب ليطبقه في مكان العمل، والبعض الآخر يستخدم الدعم التنظيمي كأداة تحفيزية لما لها من دور في الإسهام في زيادة السلوكيات الإيجابية للعاملين، وتقليل الممارسات السلبية (مثل عدم حل مشاكل الخدمة سريعا)، كما يدرك البعض اهمية التمكين في تعزيز دور العاملين في اتخاذ القرارات الجماعية ضمن المنشأة، مما يساهم في زيادة كفاءتهم وفاعليتهم الوظيفية. على الجانب الآخر عرف البعض الالتزام العاطفي بأنه قوة ورغبة الفرد للبقاء في الفندق لكونه يتفق مع أهدافها وقيمها، ويرغب في المشاركة لتحقيق تلك الأهداف. ولهذا بحثت هذه الدراسة في الترابط بين بعض الممارسات الإدارية، كما يتضح من تقييم موظفي المكاتب الأمامية للدعم التنظيمي والتدريب الخدمي وتمكين الإدارة وأداء استعادة الخدمة من خلال التزامهم العاطفي كعامل وسيط في قطاع الفنادق المصري. وأشار البحث إلى تحليل نتائج استبيان الذي تم استيفاءه من ٢٠٩ موظفًا في إدارة المكاتب الأمامية لفنادق الخمس نجوم في القاهرة. تم الاعتماد على مقاييس من دراسات سابقة تم تطويرها والتحقق منها للدعم التنظيمي، والتدريب الخدمي، والتمكين الإداري، والالتزام العاطفي، وأداء استعادة الخدمة لاختبار الفرضيات. تشير النتائج إلى أن الدعم التنظيمي والتدريب الخدمي وتمكين الإدارة والالتزام العاطفي للموظفين ترتبط ارتباطاً مباشراً بأداء استعادة الخدمة، على الرغم من عدم وجود تأثير مباشر للتدريب الخدمي على الالتزام العاطفي للموظفين. علاوة على ذلك، يتوسط الالتزام العاطفي للموظفين بشكل كبير جزئياً بين الدعم التنظيمي وتمكين الإدارة وأداء استعادة الخدمة. وبالتالي، يمكن أن يرتبط الدعم التنظيمي والتمكين الإداري ارتباطاً وثيقاً بتحقيق مستوى أعلى من أداء استرداد الخدمة في إدارة المكاتب الأمامية بوساطة الالتزام العاطفي لموظفيها. ولقد أظهرت النتائج التي تم الحصول عليها من العاملين أن استعادة الخدمة تتوقف بشكل كبير على الدعم التنظيمي والتدريب والتمكين الإداري في ظل عدم وجود الالتزام العاطفي كوسيط، أما في حالة وجود الالتزام العاطفي كوسيط يتوقف نجاح استعادة الخدمة على الدعم التنظيمي والتمكين الإداري.

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