

# THE EFFECT OF PERCEIVED WORK ENVIRONMENT ON FRONTLINE EMPLOYEES' SERVICE RECOVERY PERFORMANCE: THE CASE OF FOUR AND FIVE STAR HOTELS IN JORDAN

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## Abstract

Service recovery is a critical moment of truth and provides an opportunity for firms to please and retain customers. Service failure and recovery remain critical issues for both academicians and marketing practitioners. The study aimed to explore the potential effect of perceived working environment (training, empowerment, motivation, supportive management, and service technology) on frontline employees' service recovery performance. A total of 400 frontline employees were chosen with simple random sampling method from 20 hotels in Amman, the capital of Jordan. Respondents were asked to complete the questionnaire in a self administered manner. 330 usable questionnaires were retrieved for a response rate of 82.5%. Structural Equations Model was used to verify the reliability and validity of the scale and to test the proposed model. The results showed that dimensions of working environment such as training, empowerment, motivation, supportive management, and service technology significantly predict frontline employees' service recovery performance. Specifically, among the dimension of working environment, the most significant predictor of frontline employees' service recovery performance was service technology and empowerment. This study implies that managers of four and five star hotels in Jordan should come forward and try their best to present a better work environment for frontline employees to enhance service recovery performance to maintain customers' satisfaction.

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**Keywords:** Work Environment, Service Recovery, Frontline employees, Hotels, Jordan

## **Introduction**

In an era of intense competitive pressures, service providers realize that creating and maintaining a loyal customer base is a key to their survival and success (Alexandrov et al., 2007). Service providers have developed service products and strategies for their customers on the premise that services are typically produced through face-to-face contacts between customers and employees, and employees deliver services based on the request from customers during interpersonal service encounters (Bitner et al., 1990). For many consumers, their primary experiences with firms are their interactions with frontline employees. Frontline employees play a crucial role in service delivery and building relationships with customers. Therefore, customers often form their opinions of service quality of the firm based on how well the frontline employees perform (Masdek et al., 2011). One of the key factors towards service success is the effectiveness in handling customer complaints. Complaints usually arise from service failures, a service failure would then require the need of a recovery to move the complaining customer from a state of dissatisfaction to a state of satisfaction (Hocutt, et al., 2006). The way the organization deals with service failures will determine whether the customer will remain loyal or switch to another provider.

Since the frontline employees are the ones who interact directly with customers, they would also be the first ones to get to know about a service failure. When this complaining encounter between the employee and the customer occurs, the organization loses control and it is up to the employee to interact with the customer. The employee will from that point hold the responsibility in handling the service failure. How well the employee will serve the customer will depend on how skillful or how motivated, he or she is. With this realization, it is therefore important to properly manage frontline employees. This is especially true for tourism and hospitality organizations like hotels that involve a big volume of service encounters in its day-to-day operations (Masdek et al., 2011).

During the past decades, the tourism industry has become one of the most important players of economies worldwide, with the Middle East among the fastest growing regions. Tourism is a key driver of Jordan's economy; currently it is the single largest employer. This important industry has many infrastructures and service institutions in its category among which the most important infrastructure is the hotel industry (Al Khattab et al., 2011). Under keen competition in the tourist hotel industry, how employees offer the best service to customers has become the most important issue for hotel administrators (Tsaour et al., 2004). Hotels firms need to instill the right working environment for employees since they are at the heart of effective service recovery efforts (Tax et al., 1998). In the long run, regular

customers build relationships with frontline employees, and enhance the customers' trust and loyalty to the firm (Zeithaml et al., 2006).

The hotel industry is chosen as it employs a substantial number of frontline employees, plus it is labeled as one of the most labor intensive industry among others. Moreover, the provision of services provided by the hotel frontline employees to customers involves extensive contact. Having noticed that, it would have a high potential of service failure occurrence. Therefore service recovery is an important effort by the hotel sector to maintain customer goodwill, and the quality of service recovery itself is frequently determined by the actions of the frontline staff (Masdek et al., 2011)

However, most of the studies regarding frontline employees' service recovery performance in the Hotels sector were carried out in the developing country context, and very few of them were undertaken in an emerging market context. Therefore, this research aims to fill the gap in the literature and provides empirical evidence, about perceived work environment dimensions in Jordanian hotels and to examine their effect on frontline employees' service recovery performance.

### **Literature Review and hypotheses development**

#### **Service recovery performance**

Although firms continually improve service delivery and offerings, not all encounters are successful, customers demand and expect effective service recovery when failures occur (Bitner et al., 1990). Failing to recover effectively can lead to negative outcomes such as losing customers, negative word of mouth, and decreased profits (Tax et al., 1998). Recovery efforts need to be enhanced because a majority of complaining customers are dissatisfied with how their recent complaint was handled (Hart et al., 1990; Tax et al., 1998). It is evident that positive employee responses to service delivery system failures can lead directly to customer satisfaction and most of the highly satisfying experiences were a result of something going wrong and the organization effectively recovered (Johnston, 1995). According to Bitner et al. (1990) 23 percent of the satisfactory encounters were due directly to an employee's response to a service failure, and 43 percent of the dissatisfactory encounters were due to poor employee response to service delivery failures. Research shows that investments in service employee success drive sustained business success; frontline employees not only facilitate the delivery of quality services but also play important roles in marketing the firm, creating satisfied customers, and building customer relationships (Gwinner et al., 2005; Hennig-Thurau et al., 2006).

Service failure and recovery remain critical issues today for both academicians and marketing practitioners. Michel (2002) differentiates between service recovery activity and complaint management. Specifically, he viewed service recovery activity as a firm's response to a failed service prior to an actual complaint from a customer; whereas complaint management is based on customer complaints after a service failure has occurred. Customer evaluations of service failure recovery depend on the type and amount of resources lost or gained during the exchange, as well as the attributes of the recovery effort. Key recovery attributes include compensation, responsiveness, providing apologies, and recovery initiation (Smith et al., 1999). However, frontline employees' perceptions of their capability to deliver high quality service are strongly influenced by the work environment in which they perform their duties. It is clear that strategic human resource practices that result in high performance work environments are linked to important organizational outcomes, such as service quality, efficiency, and customer satisfaction in a wide variety of commercial industry contexts (Dean, 2004)

### **Training**

Training is one of the most frequently used human resource development interventions; firms undertake training to improve the performance of their employees (Scaduto et al., 2008). Human resource academics and professionals together have identified training as a critical factor to improve employees' skills, firm performance, organizational survival, and considered essential for a firm to remain competitive (MacDuffie 1995; Salas & Cannon-Bowers, 2001). It is very difficult for an employee to perform well at the job place without any training; trained employees perform well as compared to untrained employees (Boudreau et al., 2001). It is very necessary for any organization to give its employee training to get overall goals of the organization in a better way (Heras, 2006).

Training frontline staff and getting feedback from them is absolutely essential. The presence of customer service training programs sends a strong signal to frontline employees regarding top management's commitment to service quality (Babakus et al., 2003). Customer service training has a direct impact on frontline employees' job satisfaction because of its role in developing skills to handle service failures effectively (Tax & Brown, 1998; Babakus et al., 2003). Other studies have also demonstrated that frontline employees are more committed to organizations that invest more in customer service training programs (Sweetman, 2001; Tsui et al., 1997). Berry and Parasuraman (1991) stated that although employees receive training, it is often not adequate, or not the kind of training that is required. They stated that employees 'may receive technical skills training, but they do not receive enough knowledge;

they learn how but not why' and that organizations often make the mistake of viewing the training of employees as an event rather than an ongoing process.

In summary, frontline employee training should make an important contribution to service recovery performance. Accordingly, we propose the following hypothesis:

**Hypothesis 1:** Employee training has a positive effect on service recovery performance

### **Empowerment**

Employee empowerment is a philosophy that enables employees to make decisions about their jobs, own their work and take responsibility for their results, as well as serve customers where the customer interface exists (Nzuve and Bakari, 2012). Empowerment is the process of enabling or authorizing an individual to think, behave, and take action, and control work and decision making in autonomous ways. It is the state of feeling confident to take control of one's own destiny (Conger and Kanungo, 1998). In recent years, there has been a rush to adopt an empowerment approach, empowering frontline employees to save time and effort, builds greater maturity in frontline staff, and brings greater customer satisfaction. Empowerment is a process of enhancing feelings of self-efficacy among organizational members (Conger and Kanungo, 1988), to empower employees is to express trust and commitment in them (Burke, 2003). Empowerment is defined as redistribution of power and information within an organization that enables employees to perform their jobs more efficiently and effectively (Kruja and Oelfke, 2009). Organizations are increasingly looking at employee empowerment as a unique asset that can improve performance and provide sustained competitive advantage (Wright & Kim, 2004).

Empowering employees will allow them to adapt to specific customer situations quickly, Tsaour et al. (2004) supposed that empowerment means managers encourage employees to act on their own initiative and concede them flexible space to make judgments by themselves and to make decisions in a timely fashion and thereby satisfy customers' needs. The empowering of frontline employees is influencing of them to accept greater responsibility and exercise more control over the way they perform their jobs. If an effective empowerment performed to the frontline employees, they expected to respond and solve quickly the customers' complaints and challenges. Therefore, empowerment is a hard long complex process that needs the commitment, support and understanding of all parties involved (Kruja and Oelfke, 2009).

It is found that empowerment practices aimed at providing employees with access to job related knowledge and skills and at granting them discretion to change work processes have a

positive and substantively significant influence on the perceived performance (Fernandez, and Moldogaziev, 2011).

Therefore, the conditions of employee empowerment may affect the service recovery performance. Accordingly, we propose the following hypothesis:

**Hypothesis 2:** Employee empowerment has a positive effect on service recovery performance

### **Motivation**

Motivation is a central element in a learning process of a human, in the organizational context; motivation plays an important role in ensuring organizational success as humans are the heart of an organization. Motivation is an important aspect of leading function of a manager, in order to lead employees to work, managers must be able to motivate them (Bartol and Martin, 1998). Manolopoulos (2008) stated that there are two types of motivators (extrinsic and intrinsic) that will influence employees' motivation at work. Nonfinancial incentives or intrinsic motivation are the ones that are not involving money and it is about the job itself that motivate people to work. Even though many researchers have found that money of financial incentive (extrinsic motivation) is the most influential motivator in motivating employees, the influence of non-financial incentives cannot be denied. Mathauer and Imhoff (2006) stated that non-financial incentives such as a more conducive working environment, recognition, appreciation and feedback contributed to workers' motivation. Other than that, good working relationship with superiors and colleagues are also the determinants of motivation.

In evaluating intrinsic and extrinsic rewards, organizations need to understand that “to change employees' behavior and motivate them to improve their performance, you must influence their perception of how you reward them for their behavior and performance” (Bragg, 2000). Reward management systems have a major impact on the organization's capability to catch, retain and motivate high potential employees and as a result getting higher levels of performance (Fay and Thompson, 2001). The organization's performance is dependent on the employees who work for it, so in order to get the better and quality output; rewards contribute a lot in this part, so it is essential for organization's managers to make effective and attractive reward programs to motivate their employees (Zaidi and Abbas, 2011). From these notions Hypothesis 3 was developed.

**Hypothesis 3:** Motivation has a positive effect on service recovery performance

### **Supportive Management**

In the organizational psychology domain, a concept termed perceived organizational support has been used to represent and measure an organization's treatment of employees in terms of valuing and supporting their work roles (Eisenberger et al., 2001). In particular, organizational policies, practices and treatment of staff infer the extent to which the organization cares about promoting employee welfare (Kraimer and Wayne, 2004). Perceived organizational support is defined as “global beliefs” by employees regarding the extent to which an employing organization values employee's contribution and cares about their well-being (Eisenberger et al., 1986).

Perceived organizational support has been shown to be related to a variety of work-related attitudes and outcomes. In particular, perceptions that the organization cares about employees are positively related to work attendance (Eisenberger et al., 1986), job satisfaction (Eisenberger et al., 1997), trust in management (Whitener, 2001), and individual performance (Rhoades and Eisenberger 2002). Perceived organizational support is viewed as important to organizations in terms of success and commitment of employees. However, despite providing an explanation for the link between the organization and employees, the study aimed to investigate the direct effect of perceived organizational support on frontline employees' service recovery performance.

**Hypothesis 4:** Supportive management has a positive effect on service recovery performance

### **Service Technology**

Service technology support encompasses sophisticated and integrated tools provided by management to employees to free them from routine tasks so that they can devote more time to customers (Lytle et al., 1998). Service technology may also elicit positive affective responses by frontline employees because information technology has the potential to streamline processes, make procedures more accurate and efficient, and reduce the risk of human error (Dabholkar, 1996). Gummesson (1994) contends that the designing of services involves a rigorous analysis of activities, processes and an interaction, which includes viewing the important role technology, will play. He considers technology to be one of the 'dynamic drawings' of the service delivery process. This therefore implies that endorsing a customer-focus is not enough; an organization must be equipped with skilled staff and provide appropriate resources.

Service encounters can be improved through the effective use of technology; technology can make employees more effective and efficient. Technology provides a way for customer

information and data to be saved and easily accessed by employees to enhance the value of their interactions with customers. Quantities of information that could not possibly be remembered, filed, or sorted in the past are now available to employees with a click of a computer key (Bitner, et al., 2000). From the above literature review the following Hypothesis was developed.

**Hypothesis 5:** Service technology has a positive effect on service recovery performance

### **Background of Research**

Kowalewski and Phillips (2012) aimed to study the importance of rewarding and motivating employees to organizations, and to determine if there are gender based employee preferences for performance rewards in small business environments. The study was conducted using surveys provided to employees and supervisors at small business establishments in Western New York State. The results of the study indicated that there was no significant difference between male and female employees in terms of reward and motivational preferences. However, there were differences between what supervisors thought employees wanted and what employees actually valued. Also, social rewards were more valuable than economic rewards that would be valuable to small business owners and managers to develop programs to reward and motivate their employees.

Chen & Wallace (2011) aimed to identify whether multiskilling occurs in the hotel industry in Taiwan, and to investigate the relationship between the existence of multiskilling and beneficial factors for the front line managers. Results showed the existence of multiskilled front line managers is significantly associated with the three beneficial variables of increased service quality, retention, and job satisfaction. The findings show that increased attention to multiskilling may help the managers of Taiwanese hotels to deal with the problem of high turnover rate of staff. More importantly, multiskilling training can increase service quality, which is a key factor to enable hotels in competing within the hotel industry. However, remuneration and promotion were not significant in this study.

Fernandez and Moldogaziev (2011) found that empowerment practices aimed at providing employees with access to job-related knowledge and skills and at granting them discretion to change work processes, have a positive and substantively significant influence on perceived performance. Other empowerment practices geared toward providing employees with information about goals and performance and offering them rewards based on performance are found, however, have a little bearing on perceptions of performance.



Masdek et al. (2011) intend to investigate a model of service recovery performance, and also suggests investigating the potential impact of organizational variables on the service recovery performance of frontline employees, besides examining its impact on selected outcomes. The hotel industry is chosen as it employs a substantial number of frontline employees. Service recovery performance of the frontline employees is believed to have a connection with their turnover intentions and job satisfaction.

Cadwallader et al. (2010) aimed to develop a theoretical framework for understanding the role of employee motivation to participate in a service innovation implementation, and then the framework will be tested in a real-world business context. Results showed that motivation at different levels has significant direct and indirect effects on frontline employees' strategy implementation behaviors. Finally, the study confirmed a significant, positive relationship between employee role clarity and employee recommending behavior, which was partially mediated by situational motivation to participate in implementation.

Kruja and Oelfke (2009) investigated the empowerment concept and job satisfaction in the hospitality industry. It explores the impact of three keys including self directed work teams, communication, and autonomy (organizational factors) on the empowerment of frontline employees in Albanian hotels. The study concludes that empowering employees is a critical component of service organization, especially in the hospitality industry and sometimes is the only way to survive in the new, highly competitive global economy. Empowerment in hospitality industry tends to focus on developing an organizational culture and structure, in which frontline employees eagerly perform their tasks of satisfying the customers and are in the firm's best interests.

Ashill et al. (2008) present and test a model of behavioral job outcomes. Frontline employees (FLEs) completed a self-administered questionnaire on how factors characterizing management commitment to service quality (MCSQ) affect their job satisfaction and organizational commitment, and how these job attitudes impact service recovery performance and turnover intentions. Results suggest that there is a significant influence of MCSQ on job attitudes, which in turn influence service recovery performance and turnover intentions.

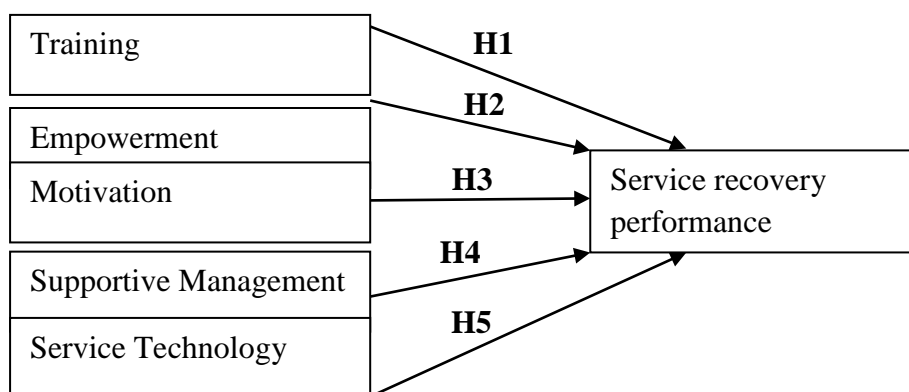
Alexandrov et al. (2007) develops and tests a turnover intentions model, which examines the effects of frontline employees' perceptions of management concern for employees and customers on turnover intentions, mediated by job satisfaction and affective organizational commitment. The results indicated that perceived management concern for employees and customers has significant effects on employees' turnover intentions. Employment status moderates the relationships between perceived management concern for employees and

affective organizational commitment, perceived management concern for customers and job satisfaction, and affective organizational commitment and turnover intentions.

Kirkbir and Cengiz (2007) investigated the effect of psychographic attributes and perception of organizational factors (perceived managerial attitudes and perceptions of the working environment) on service recovery performance. A total of 429 customers were chosen with simple random sampling method from 8 private major retail banks in Turkey. Structural Equations Model was used to verify the reliability and validity of the scale and to test the proposed model. The results indicate that psychographic attributes, perceived managerial attitudes and perceptions of the working environment have effects on service recovery performance with different degree

### Conceptual framework

The model which used in this study was developed to examine the effect of perceived working environment on frontline employees’ service recovery performance; Figure (1) describes a conceptual framework that links perceived working environment (training, empowerment, motivation, supportive management, and service technology) and frontline employees’ service recovery performance.



**Figure1.** Research Model (Adopted from Boshoff and Allen, 2000; Kirkbir and Cengiz, 2007; Ashill et al., 2008; Masdek et al., 2011)

### Methodology.

#### Sample and Data Collection

The research was conducted in Amman the capital of Jordan and the most important economic center of the country. The population of interest comprised all the frontline employees of the four and five star hotels in Amman. Currently, in our study, there are 33 hotels in total, of which 20 four star hotels and 13 five star hotels offer their services in Amman (JHA, 2012). The study was concentrated in five and four star hotels; the reason why they were selected was that their quality of services and their organizational environment are different compared to the small hotels. A total of 400 questionnaires were distributed equally

between four and five star hotels to frontline employees working in 20 hotels (10 five star hotels and 10 four star hotels). Respondents were asked to complete the questionnaire in a self administered manner. 330 usable questionnaires were retrieved for a response rate of 82.5%. 57.3 percent of respondents were male, 49.1 percent of the respondents were between the ages of 25 and 34 years, 48.2 percent had university education and 45.5 percent had experienced between one and three years as shown in Table (1).

**Table 1.** Demographic profile of participants (n=320)

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Hotel</b>		
Four Star	139	42.1
Five Star	191	57.9
<b>Gender</b>		
Male	189	57.3
Female	141	42.7
<b>Age</b>		
Less than 25	97	29.4
25-34	162	49.1
35-44	58	17.6
45 and above	13	3.9
<b>Education</b>		
high school or lower	53	16.1
Diploma	97	29.4
Bachelor's degree	159	48.2
Master's degree or higher	21	6.4
<b>Experience</b>		
less than one year	40	12.1
1 to less than 3 years	150	45.5
3 to less than 5 years	102	30.9
more than 5 years	38	11.5

## Measures

To test the main hypotheses of this research, a questionnaire based on previous studies on perceived work environment and employees' service recovery performance was developed (Boshoff and Allen, 2000; Burke, 2003; Bell et al., 2004; Ashill et al., 2008), and then modified to suite the study context through extensive consultations with academics and experts executives of some hotels (see Appendix A). Perceived work environment were measured on the dimensions of training, empowerment, motivation, supportive management, and service technology. Multi item Likert scale were used to measure the study constructs, responses to each item were elicited on a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

## Instrument Reliability

The reliability estimates of the study for the various constructs under study are presented in Table (2). Cronbach's alpha value of 0.70 is considered to be acceptable estimate (Sekaran,

2009). Since the results are significantly higher than the value of 0.7, the questionnaire is deemed to have excellent stability and consistency.

**Table 2.** Reliability Estimates of perceived work environment and frontline employees' service recovery performance

Factor	No. of items	Cronbach's Alpha Value
Training	5	0.700
Empowerment	4	0.793
Motivation	4	0.766
Supportive Management	5	0.720
Service Technology	4	0.899
Service recovery performance	5	0.848

The correlation matrix of the study variables is shown in Table (3). The maximum VIF comes from the correlation between training and motivation ( $VIF = 1 / (1 - .660^2) = 1.771$ ), which indicates the goodness of data (Berenson et al., 2006).

**Table 3.** Correlation matrix of the study variables

	TR	EM	MO	SM	ST	SR
TR	1	.368**	.320**	.660**	.543**	.519**
EM		1	.546**	.428**	.482**	.571**
MO			1	.341**	.423**	.505**
SM				1	.582**	.545**
ST					1	.618**
SR						1

Note: \*  $p < 0.05$ , \*\*  $p < 0.01$ . (TR = Training, EM = Empowerment, MO = Motivation, SM = Supportive Management, ST= Service Technology, and SR = Service Recovery Performance).

### Data Analysis and Results

The hypotheses of this study are aimed to examine the effect of perceived work environment (independent variables) on frontline employees' service recovery performance the dependent variable. In order to test the study's hypotheses, analyses were conducted in maximum likelihood structural equation modeling, using AMOS 18.0. The results of hypothesis testing are summarized in table (4). Hypotheses testing H1, H2, H3, H4, and H5 were supported; this can be inferred from the t-value and the p-value. Hypothesis 1 stated that employee training has a positive effect on service recovery performance was supported. It can be inferred that training had a significant effect on service recovery performance; training explains 27% of variance in service recovery performance, this finding is compatible with the findings of (Boshoff and Allen, 2000; Ashill et al., 2008). Hypotheses 2, 3, 4, and 5 stated that empowerment, motivation, supportive management, and service technology had also a significant effect on service recovery performance. Empowerment explains 32.6% of variations in service recovery performance, motivation explains 25.5% of variations in service recovery performance, supportive management 29.7% of variations in service recovery performance, and service technology explains 38.2% of variations in service

recovery performance, these findings are compatible with the findings of (Boshoff and Allen, 2000; Ashill et al., 2008; Kruja and Oelfke, 2009; Masdek et al. (2011) ). Results also showed that the most significant predictor of frontline employees' service recovery performance was service technology and empowerment.

**Table 4.** Tests of Structural Model and Research Hypothesis

Hypothesis	Hypothesized Path	Standardized Path Coefficient	t-Value	p	R <sup>2</sup>	Results
H1	TR → SR	.149	2.689	.007**	.270	Supported
H2	EM → SR	.228	4.898	.000**	.326	Supported
H3	MO → SR	.157	3.646	0.000**	.255	Supported
H4	SM → SR	.117	2.426	.015*	.297	Supported
H5	ST → SR	.236	5.566	0.000**	.382	Supported

Note: \* p < 0.05, \*\* p < 0.01. (TR = Training, EM = Empowerment, MO = Motivation, SM = Supportive Management, ST= Service Technology, and SR = Service recovery performance).

### Conclusion and Managerial implications

We have analyzed the effects of perceived working environment (training, empowerment, motivation, supportive management, service technology) on frontline employees' service recovery performance of 4 star and 5 star hotels in Jordan. The provision of services provided by the hotel frontline employees to customers involves extensive contact. Having noticed that, it would have a high potential of service failure occurrence. Therefore service recovery is an important effort by the hotel sector to maintain customers' satisfaction, whereby the service recovery performance itself is frequently determined by the actions of the frontline employees. It is very important to ensure that frontline employees are trained in effective complaint handling. Hotel managers should encourage frontline employees to handle customer problems by themselves without having to get management's approval before handling customer problems. The employee rewards also have a significant effect on the performance because the employees which are not paid well often show poor performance. Effectively managed technology can lead to the beneficial service encounter outcomes such as customization, improved service recovery, and spontaneous delight.

The managerial implications of such a study would extend in enhancing a more efficient marketing strategy in the hotel industry, improving the recruitment of frontline employees, evaluating the effectiveness of customer complaint handling, training programs, reward system, and the customer service orientation of the hotel through the understanding and managing of factors contributing to the service recovery performance. Practicing hotel managers, marketing managers and human resource managers could take the appropriate measures and actions as a means to enhance their quality of service performance. For instance, hotel managers can enhance frontline employees' service recovery performance by

investing in service training programs such as social skills training, problem solving training, teamwork building training, and others related to improving their working performance, growth and development. Human resource managers can implement a personality test which includes the motivation and competitive trait for candidates interested for frontline positions.

### **Limitations and Directions for Future Research**

This study clearly did not include all variables might be related to perceived work environment. However, future research may also seek the understanding of the antecedents and outcomes of service recovery performance. Other possible antecedents of frontline employee's service recovery performance could be considered, such as leadership style, emotional burnout, emotional dissonance, role conflict, and etc. Furthermore, the impact of effective service recovery performance of frontline employees on other possible outcomes such as perceived customer satisfaction, perceived recovery value, service quality, loyalty, or profitability may be of interest as well. The study was based on a small sample of five and four star hotels in Amman area and hence, there is a scope to cover a more number of hotels in the future, giving proper representation to Aqapa and Dead Sea hotels operating in the Hotel industry. A comparison of the perceived results from the hotel samples and other service industries, for example restaurants, airlines, hospitals, travel agencies, and so on are highly suggested by the researchers which will help to establish whether there is any similarity among the frontline employees' service recovery performance working in different industries with regard to their perceptions of the perceived working environment.

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## Appendix A

### Measurement Items for Constructs

Constructs Scale Items		Mean	Std. Dev.
<b>Training (TR)</b> (Boshoff and Allen, 2000; Ashill et al., 2008)		<b>3.6327</b>	<b>.67479</b>
TR1	At your hotel training programmes focus on how to improve service recovery.	3.6152	1.0286
TR2	Sufficient time and money is allocated for training.	4.0667	.94617
TR3	Training programs are consistently evaluated.	2.9394	1.1282
TR4	Employees of this hotel receive training on how to serve customers better.	3.7061	.97458
TR5	Employees of this hotel are trained to deal with customer complaints.	3.8364	.95993
<b>Empowerment (EM)</b> (Yavas et al., 2003)		<b>3.5606</b>	<b>.75046</b>
EM1	I am encouraged to handle customer problems by myself.	3.3697	1.0473
EM2	I do not have to get management's approval before I handle customer problems.	3.2818	1.0207
EM3	I am allowed to do almost anything to solve customer problems.	3.8061	.87099
EM4	I have control over how I solve customer problems.	3.7848	.86773
<b>Motivation (MO)</b> (Boshoff and Allen, 2000; Ashill et al., 2008)		<b>3.6038</b>	<b>.77161</b>
MO1	I receive positive recognition when I excel in serving customers.	3.8515	.93841
MO2	We have financial incentives for service excellence.	3.6121	1.0260
MO3	My promotion depends on the quality of service I deliver.	3.3515	1.0792
MO4	I am rewarded for satisfying complaining customers.	3.6000	.97569
<b>Supportive Management (SM)</b> (Burke, 2003; Bell et al., 2004)		<b>3.3309</b>	<b>.80881</b>
SM1	My manager is very concerned about the welfare of those under him.	3.2273	1.2691
SM2	My manager is willing to listen to work-related problems	3.4909	1.0922
SM3	Management is willing to help me to perform my job to the best of my ability	3.4576	.91576
SM4	Management really cares about my well-being	3.2121	1.3740
SM5	Help is available from management when I have a problem.	3.2667	1.1831
<b>Service Technology (ST)</b> (Ashill et al., 2008)		<b>3.7841</b>	<b>.86348</b>
ST1	I have the necessary technology support to serve my customers effectively.	3.8091	.99080
ST2	We have 'state of the art' technology to enhance our service recovery.	3.7455	1.0145
ST3	Sufficient money is allocated for technology to support my efforts to deliver effective service.	3.7061	.98698
ST4	Hotel manager works hard to make our systems and processes more customers friendly.	3.8758	.95157
<b>Service recovery performance (SR)</b> (Boshoff and Allen, 2000; Ashill et al., 2008)		<b>3.6655</b>	<b>.81659</b>
SR1	Considering all the things I do, I handle dissatisfied customers quite well.	3.8909	.91604
SR2	I do not mind dealing with complaining customers.	3.6545	1.0469
SR3	No customer I deal with leaves with problems unresolved.	3.7879	.94072
SR4	Satisfying complaining customers is a great thrill to me.	3.6030	1.0590
SR5	Complaining customers I have dealt with in the past are among today's most loyal customers.	3.3909	1.1934