INFLUENCE OF MANAGEMENT SUPPORT ON ORGANIZATIONAL COMMITMENT AND SERVICE QUALITY

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ABSTRACT

This study examines the influence of Management support on organizational commitment and service quality. Data were gathered from one hotel at Shah Alam, Selangor, Malaysia. This study has found a significant relationship between Management support, organizational commitment and service quality. The paper contributes to the existing pool of knowledge in providing empirical evidence about the role of management support to the implementation of organizational commitment and service quality in the context of hotel in Malaysia, a Southeast Asia country.

Keywords: Management support, organizational commitment and service quality

INTRODUCTION

To fill the gap in research, this study develops a model to explain the relationship between management support, organizational commitment and service quality. This study propose that management support is a critical factor to the implementation of service quality, which empirically examine the influence of management support on service quality. Moreover, this study assess the influence of management support on organizational commitment. In addition to examine direct influence of organizational commitment on service quality. However, the present study extends earlier research in several ways, as mention early.

LITERATURE REVIEW

The Relationship between Management Support and Service Quality

Management support is the process of management to provide employees the necessary resources and attention to improve their performance (Pastor& Perez 2015). In point of fact, the line managers have the mean responsibility of human resource management practices implementation, which put the support of managers an important factor towards service quality implementation. Indeed, direct management support at workplace increase emotions of involvement and contribution among employees and enhancing the role of creative ideas, exploring new opportunities and translating them to action without losing efficiency at work (Calantone, Cavusgil, & Zhao, 2002). Schyns and Sanders (2007) claim that employees' perceptions of the helpfulness of their supervisors are positively increase cooperative behaviours and assisting co-workers.

This study by empirical attempt will examine the influence of management support on service quality:

H1: Management support directly affect service quality.

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The Relationship between Management Support and Organizational Commitment

In this study the relationship between management support and organizational commitment examined. Aube et al (2007) argue that Based on the actions of executives and managers, employees express their intentions to the organization as a system. Employees may understand the support provided by their management as a demonstration of commitment towards them, which in directly enhance organizational commitment (Rhoades and Eisenberger, 2002; Eisenberger et al., 1986; Shore and Shore, 1995). In fact, a positive management support give the recognition of work of employee, which positively influence the emotional needs and in same way increase the organizational commitment.

This study by empirical examine the influence of management support on organizational commitment:

H2: Management Support Directly Influence Organizational Commitment

The Relationship between Organizational Commitment and Service Quality

To fill the gap in research, this study examine the role of organizational commitment in the implementation of service quality. Many studies examine the influence of organizational commitment on service quality (Rhoades and Eisenberger, 2002; Price, 1997). Organizational commitment have a potential to influence the well-being of the employees and on the effectiveness performance of an organization and the quality service (Price, 1997). Employees who are highly committed to the organization express high level of performance, quality and reduced absenteeism (Rhoades and Eisenberger, 2002).

Actually, participative in making decision is offer variety potential benefit in term of quality of decision (Scully et al., 1995), and stimulate positive employee work attitudes (Kim, 2002; Wright and Kim, 2004) and indorse employees' motivation to work (Armenakis et al., 1993) and increasing organizational commitment as well (Werner et al., 2007, Smylie, et al., 1996, Bass, 1981).

However, this study claim that organizational commitment play a central role in the implementation of service quality

H3: Organizational commitment directly influence service quality.

CONCEPTUAL FRAMEWORK

The literature has been used as foundation to develop the conceptual framework of this study as shown in Figure 1.

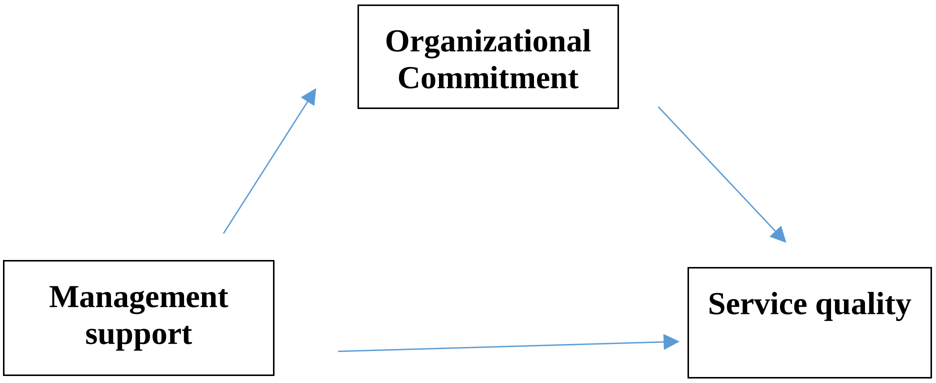

Figure 1. influence of Management support on organizational commitment and service quality

METHODS

Sample

The sample for this study consists of 50 employees of one hotel in Shah Alam, Selangor, Malaysia. 32 per cent (N = 16) were female and 68 per cent (N = 34) were male. The average age was 29 years old, while the average of work experience is 7 years old. In terms of education level, 38 per cent (N = 19) of them hold secondary school certificate, 40 per cent (N = 20) of them are diploma holder, and the remaining 20 per cent (N = 10) of them are degree holder. In terms of status, 68 per cent (N = 34) are still single and 32 per cent (N = 16) are already married.

PROCEDURES

Data for this study were collected from February to Mac 2016. Data were collected from the respondents through surveys. The questionnaires were designed in English and translated into the Malaysian national language. The use of the translated version increased the readability among the respondents (Bates & Khasawneh, 2005), and also increased the likelihood that the instrument would operate in this new target culture similarly to the original culture in which it was developed (Velada et al., 2009).

The surveys were anonymous and were delivered personally to the respondents as the respondents were located in a local area and the researcher had obtained approval to meet them (Cavana et al., 2001; Sekaran & Bougie, 2010). Evidence from previous studies indicates that this method produces higher response rates when it is applied in the context of this type of study (Tay, 2008). A brief description of the study was presented to the respondents, including the study aims and background. In addition, the issue of anonymity, confidentiality and voluntary participation was highlighted. This approach has been found useful to clarify any doubt among respondents to the questionnaire, and subsequently motivate them to be more open and honest in their answers (Sekaran & Bougie, 2010). The respondents were reminded that they could withdraw from the study at any time without the need to give any explanation. Respondents completed the survey and returned them in a sealed envelope to ensure anonymity and confidentiality (Yamnill & McLean, 2005). The researcher was at the respective department throughout the process of distributing and collecting the surveys.

MEASURES

Management Support

Management support was measured using four items adapted from Chamdler, Keller and Lyon (2000), Hornsby, Kuratko and Zahra (2002) and Prieto-Pastor and Martin-Perez (2015). An example of the items used is ‘Employee in this organization feel it is easy to approach their supervisor’. This measurement has been used in recent study by Prieto-Pastor and Martin-Perez (2015).

Organizational Commitment

Organizational commitment was measured using a three items developed by Hennig-Thurau, Gwinner and Gremler (2002). An example of the items used is ‘I am committed to this organization’. This measurement show high internal reliability: 0.84 in a study by Walsh, Bartikowski and Beatty (2014).

Service Quality

Service quality was measured using 20 items developed by Ramseook-Munhurrun, Lukea-Bhiwajee and Naidoo (2010). Example of items used is ‘I am able to instil confidence in customers’. Coefficient alpha reliability for these items were reported to be 0.86.

ANALYSIS RESULT

Descriptive Statistics, Correlation and Cronbach’s Alphas Results

In this study he variable means (M) range from 3.84 to 4.00, while the standard deviations (SD) for the variables range from 0.27 to 0.35. The correlations between the constructs are positive. The values of the correlation range from 0.316 to 0.399. The Cronbach’s alpha value for each variable also exceed the acceptable value (> 0.70).

Test of The Research Framework and Research Hypotheses

To evaluate the proposed hypotheses of this study, hierarchical regression analyses were conducted.

It was predicted that management support would have an influence on service quality. The result shows that management support has a significant and positive relationship with service quality (coefficient = +0.355, $p < 0.05$), supporting Hypothesis 1. It was predicted that management support would have an influence on organizational commitment. The result shows that management support has a significant and positive relationship with organizational commitment (coefficient = +0.316, $p < 0.05$), supporting Hypothesis 2. The influence of organizational commitment on service quality was also significant and positive (coefficient = +0.399, $p < 0.01$), confirming Hypothesis 3.

DISCUSSION AND CONCLUSION

This study examined the relationship between management support to service quality and organizational commitment. From our analysis it appears that management support has a positive influence upon both organizational commitment and service quality. It is not surprised to see that there is a strong relationship between management support, organizational commitment and service quality, since the previous literature claim that the line managers have the mean responsibility of human resource management practices implementation, which put the support of managers an important factor towards service quality implementation. Furthermore, management support at workplace increase emotions of involvement and contribution among employees and enhancing the role of creative ideas, exploring new opportunities and translating them to action without losing efficiency at work (Calantone, Cavusgil, & Zhao, 2002; Schyns and Sanders 2007).

On the other hand, the influence of organizational commitment on service examined as well. Our results indicate that organizational commitment directly influence service quality which make this study in consist of previous studies (e.g., Rhoades and Eisenberger, 2002; Price, 1997).

These findings are important to fill the gap in research especially in the context of hotel in Malaysia, a Southeast Asia country. Actually, the previous literature claim that organizational commitment have a potential to influence the well-being of the employees and on the effectiveness performance of an organization and the quality service, as well as employees who are highly committed to the organization express high level of performance, quality and reduced absenteeism (Rhoades and Eisenberger, 2002; Price, 1997).

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