

## **Influence of Employees' Perceived Organizational Support and Job Performance on Customer Satisfaction: An Empirical Support from Nepalese Hospitality Sector**

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### **Abstract**

*This study investigated the interrelationship of Perceived Job Performance (PJP), Perceived Organizational Support (POS) and International Customer Satisfaction (CS) in Nepalese hospitality sector. The data were collected with 152 international customers and 158 hotel employees. Results indicate that Perceived Job Performance and Perceived Organizational Support is directly related to International Customer Satisfaction, though no direct effect of Perceived Organizational Support over Customer Satisfaction was found. Perceived Organizational Support significantly mediates partially between Perceived Job Performance and Customer Satisfaction. Thus, Perceived Job Performance can strongly relate with achieving higher level of Customer Satisfaction in hospitality sector with mediations of Perceived Organizational Support. It signifies that hospitality industry in Nepal, should pledge a proper inventiveness in the direction of creating an organizational employee supportive environment that need to increase the effect of job performance towards achieving the ultimate goal of customer satisfaction.*

**Keywords:** *Perceived Organizational Support (POS), Perceived Job Performance (PJP), Customer Satisfaction (CS), Nepal, Hospitality industry in Nepal*

### **1. Introduction**

In today's competitive market environment, a top priority for hospitality firms is to deliver service quality (Karatepe, 2011). The quality of service critically resulted in customer satisfaction. One of the components of quality of service and its sustainability depends on employees' performance. Frontline employees play the most critical role in this process (Bouranta et al., 2009; Yavas et al., 2010). Efforts to enhance customer satisfaction have been considered critical by many organizations, particularly those in the service sector (Schmit and Allscheid, 1995). It is critical when

the hospitality industry caters the overall tourism industry, where international tourist plays an important role in the expansion of tourism sector. In service organizations, employees interact directly with their customers (service users) in service encounters. The interaction between the employees and customers are more important in service organization. Customer satisfaction is one of the most investigated topics in the tourism and hospitality industry due to its role in the survival and future of any tourism products and services (Gursoy, McCleary, & Lepsito, 2007). In services setting, customer satisfaction mainly depends on the process of service delivery a fact that highlights the important role of the front-line employees' performance.

The critical role in the employees' performance, they are to be sufficiently supported by the organisation. So that, the employee create a desired to work and feel that their contributions are valued by the organization and that the organization cares about their well-being (Eisenberger et al., 1986). Significantly, influences both individual and organizational performances, ranging from the employee's physical/psychological well-being and job satisfaction to customer service quality/ performance and customer satisfaction (Hur, et al. 2105). Accordingly, this study focuses in order to add value to the deeper understanding of influence of employees' perceived job performance, employees' perceived organizational support on customer satisfaction in Nepalese hospitality industry. Secondly, this study also examines a conceptual model of mediating influence of perceived organizational support over the effect of job performance on customer satisfaction.

## **2. Research Objective/s**

This research aims to investigate the relationship between Employees' Perceived Job Performance (PJP), Employees' Perceived Organizational Support (POS), and International Customer Satisfaction (CS) in Nepalese hospitality industry.

## **3. Literature Review**

A significant stream of research in organizational studies focuses on both the internal functioning of the service organization and the effect of this functioning on customer satisfaction (e.g. Wiley, 1996; Ryan et al., 1996, Hartline and Ferrell, 1996). Many

firms use customer satisfaction measurements to evaluate the performance of goods, services and employees and try to link them to customer attitudes and behavior (Peterson & Wilson, 1992; Johnson & Gustafsson, 2000; Olsen, Witell, & Gustafsson, 2014). Several studies have focused on customer satisfaction in different perspectives. These literatures state that the customer satisfaction can depend on a series of elements that belong to the subjective sphere of the customer and to the objective quality of the product/service experienced (Biswakarma, 2015). As the perceived quality of service is often determined by the manner in which service employees not only act and speak with the customer but also how they regulate their feelings, most service organizations encourage their employees to manage their emotions in service interactions to maximize customer satisfaction (Bryman, 2004). However, researchers have questioned this simple method of directly linking positive emotional display or the regulation behavior of service employees with customer satisfaction (Söderlund and Rosengren, 2008, 2010). For example, the higher POS employees have, the higher their job satisfaction and job performance, in particular, will be due to an intense sense of obligation to repay their organizations (Eisenberger et al., 2001). Researches indicate that companies with an excellent customer service record reported a 72% increase in profit per employee, compared to similar organizations that have demonstrated poor customer service; it is also five times costlier to attract new customers than to retain existing customers (Duncan, 2004; Duncan & Elliott, 2004). Bitner (1992) also supported the notion that employee and customer responses to the firm environment influence the social interaction between them. In similar manner, job performance has been shown to be the best method for achieving better hotel service, productivity, and efficiency as well as improving guest satisfaction (Sternberg, 1992).

### ***3.1. Employees' Perceived Job Performance and Customer Satisfaction***

Much of the burden for customer perceptions of service quality lies on front-line personnel (Hoffman and Ingram, 1992). The consequences of customer satisfaction is linked with employee performance in several studies. Previous empirical studies evidently presents strong relationship between employee performance and customer

satisfaction. Study of Douglas, Thomas, & Ingram, (1992) and Frederick Reichheld (2000), presents a positive correlation with customer oriented behavior and concluded that employee performance is essential to customer satisfaction. Likewise, Heskett, Jones, Loveman, Sasser, and Schlesinger (1994) establish a framework in which internal service quality drives employee satisfaction, which, in turn, drives employee performance that generates service quality. Employee with their job performance interact with customers and affect the perception of the customer.

### ***3.2. Employees' Perceived Organizational Support and Customer Satisfaction***

There are few previous studies based on the direct relationship of Organizational support and customer satisfaction. Perceptions from both the frontline employees and their customers, reveals that some job resources as elements of organizational support exert its impact on several employee behaviors as well as direct impact on customer satisfaction (Siddiqi, 2014). Studies like Singh & Singh (2010), Hassan, Hassan, & Shoaib (2014) argues in the direction of relationship between POS and CS. POS significantly moderated the relationship between surface acting and job satisfaction, as well as the relationship between deep acting and job performance (Hur, 2014). Hur (2014) study indicated that POS increases or decreases the relationship between emotional labor and job-related outcomes. Employees' work efforts are manifested through their sense-making of the endorsement provided by their organization, which enhances their job performance (Duke et al., 2009).

### ***3.3. Perceived Organizational Support and Perceived Job Performance***

POS refers to "the extent to which the organization values [employees'] contributions and cares about their well-being" (Eisenberger, Huntington, & Hutchison, 1986). POS has been previously investigated as the willingness of an organization to provide employees with adequate working conditions and assignments (Eisenberger et al., 1986). The idea of POS was first introduced officially by Eizenberg in an article in organizational literature 1986 (Hakkak, Gashti, & Nawaser, 2014). POS captures an employee's beliefs concerning the extent to which the organization values

(employees') general contributions made on the organization's behalf and cares for their well-being (Eisenberger, Huntington, & Hutchison, 1986; Wickramasinghe & Wickramasinghe, 2012).

POS can have direct and indirect effect on employee behavior and the relation between them (Hakkak, Gashti, & Nawaser, 2014). Armeli, Eisenberger, Fasolo, & Lynch, (1998), studied patrol officers in USA with high socio-emotional needs, found that there was generally a positive relationship between POS and performance. POS is the extent to which employees perceive that the organization values their contributions and cares about their well-being (Guan, Sun, Hou, Zhao, & Luan, 2014). POS may be encouraged by employees' tendency to ascribe human-like traits or characteristics to organizations (Eisenberger, Huntington, & Hutchison, 1986).

Positive relationship between POS and work-related outcomes has been found in the study like Armeli, Eisenberger, Fasolo, & Lynch (1998), Rhoades and Eisenberger (2002), Susskind et al. (2000). Karatepe (2012) study suggested that perceived organizational support influenced service recovery performance and job performance. Likewise, POS was found positively related to evaluative and objective measures of performance in standard job activities (Armeli, Eisenberger, Fasolo, & Lynch, 1998, Eisenberger, Huntington, & Hutchison, 1986). In other studies like Settoon, Bennett, & Liden, (1996) and Wayne, Shore, & Liden (1997), it was found no relationship between POS and work performance using structural equation modeling. In conclusion, previous studies emphasized that job performance leads to customer satisfaction via perceived organizational support.

#### **4. Research Gaps**

Most of the research in international arena has covered or focused PJS and PJP as determinants of CS. However, to the best of author's knowledge, few studies focused on employee POS and CS in the past. Specially, in Nepalese context there is no study to empirically support the relationship of POS as a determinant of CS. At the same time, research in the area that explores relationship between PJP, POS and CS in a single model has not been undertaken. Therefore, having identified this gap in the

extant literature, the present study that along with these linkages, investigates the impact of PJP, POS on CS. It is a valuable attempt to plug the gap.

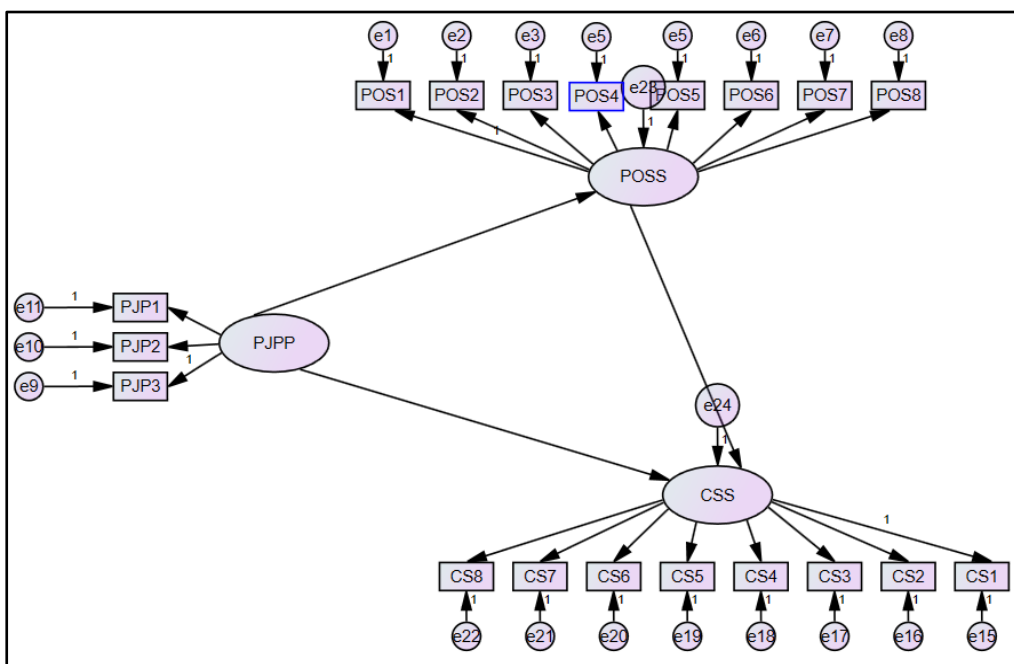
### 5. Research Framework and Hypotheses

Based on literature review the relationship of PJP, POS, and CS seen under the proposed framework in Figure 1. Based on literature arguments, the hypotheses were advanced to identify the relationship of PJP, POS, and CS.

*H1: PJP has significant positive direct effect on CS*

*H2: POS has significant positive direct effect on CS*

*H3: POS will mediate the influence of PJP on CS*



**Figure 01: Model of Hypothetical Relationships**

### 6. Research Design, Sampling and Data Collection

This study undertakes quantitative approach towards descriptive and causal research design. A descriptive research design was used for answering the current situation of PJP, POS and CS in Nepalese hospitality sector. Similarly, the need of explanatory research design needed and reflects to test the relationship and impact of independent

variables over the dependent variable in this study. This study nested a research design in which allows incorporating both levels employees and customers in a single investigation. SEM analysis was adopted to examine the hypotheses. A sample of 200 customers and 200 employees were considered for the study. For the reliability of perception of the employee towards their respective organizations, employee having at least six months of working experience considered as valid sample. The customer and employees samples comprises of star category hotels in Kathmandu Valley. The data was collected from these hotels with convenience sampling method, in which 200 questionnaires for customers and 200 questionnaires for Employees were distributed out of which 152 nos. for customers and 158 nos. of employees were in the position of utilization. The response rate was 76% for customer’s responses and 79% for employee’s responses. The detail list of sample collection can be seen at table 01.

**Table 01: Hotels taken for the Study**

Customers			Employees		
Hotel	N	%	Hotel	N	%
Airport Hotel	8	5.3	Airport Hotel	8	5.06
Ambassadors	2	1.3	Ambassadors	9	5.70
Everest Hotel	8	5.3	Everest Hotel	10	6.33
Hotel Annapurna	6	3.9	Hotel Annapurna	11	6.96
Hotel Malla	6	3.9	Hotel Manang Thamel	7	4.43
Hotel Manang Thamel	2	1.3	Hotel Shanker	8	5.06
Hotel Shanker	6	3.9	Hotel Vaishali	9	5.70
Hotel Vaishali	12	7.9	Hyatt Regency	14	8.86
Hyatt regency	26	17.1	Hotel Malla	15	9.49
Marcopolo Business	4	2.6	Marcopolo Business	12	7.59
Radission	16	10.5	Radission	11	6.96
Shangri-la Hotel	40	26.3	Shangri-la Hotel	17	10.76
Soaltee	8	5.3	Soaltee	13	8.23
Yak and Yeti	8	5.3	Yak and Yeti	14	8.86
<b>N</b>	<b>152</b>	<b>100</b>	<b>N</b>	<b>158</b>	<b>100</b>

## **7. Conceptual Model and Instrumentation**

The conceptual framework for this study constitute of three construct- Perceived Organization Support (POS), Perceived Job Performance (PJP) and Customer Satisfaction (CS). Rhoades et al., (2001) Perceived organizational support (POS) scale with eight items, Bowra et al., (2011) Perceived Job Satisfaction (PJS) scale with three items and Gunarathne (2014) Customer Satisfaction (CS) 7 items scale in 5 point likert scale was adopted for the study.

## **8. Analytical Strategy**

At first, the variables were put into the Exploratory Factor Analysis (EFA) to ensure the factor loading of the items into its latent variables. Next, a two-stage approach of CFA and SEM was performed to test the hypothesis to identify significant direct and indirect effect of variables. Based on data obtained from hotel employees and customers, the hypothesized relationships were tested using AMOS v23 through structural equation modeling and other descriptive analysis was performed with SPSS v23.

## **9. Results**

### ***9.1. Demographic Profile of Respondents***

The majority of respondents 68.4% (n=104) were male, female constituted of 31.6% (n=48). The customers sample constituted of largest 44.7%. (n=68) of age group of 21 to 30 years. Maximum of the customers were married with 57.2% (n=87). Similarly, customer respondents' top three country of origins were Indian 23.7% (n=36), American 10.5% (n=16) and French 10.5% (n=16), the least were Tibetan 1.3% (n=2). Similarly, the majority of employee respondents were male 58.9%. (n=93), female employees constituted of 41.1% (n=65). The employees' sample constituted of 58.2% (n=92) in age group of 21 to 30 years. Maximum of the employees were single with 58.9% (n=93). Table 2 presents detail results.



**Table 02: Profile of the Respondents**

Customers			Employees			Customers			Employees		
<i>Gender</i>	<i>N</i>	<i>%</i>	<i>Gender</i>	<i>n</i>	<i>%</i>	<i>Country of origin</i>	<i>n</i>	<i>%</i>	<i>Income</i>	<i>n</i>	<i>%</i>
Female	48	31.6	Female	65	41.1	American	16	10.5	Below 20000	26	17.1
Male	104	68.4	Male	93	58.9	Australian	8	5.3	20000-30000	68	44.7
Total	152	100	Total	158	100	Canadian	12	7.9	30000-40000	39	25.7
						Chinese	12	7.9	40000 and above	19	12.5
<i>Marital Status</i>	<i>n</i>	<i>%</i>	<i>Marital Status</i>	<i>n</i>	<i>%</i>	Cambodian	4	2.6	Total	152	100
Single	56	36.8	Single	93	58.9	French	16	10.5			
Married	87	57.2	Married	62	39.2	German	10	6.6			
Divorced/ widowed	9	5.9	Divorced/ widowed	3	1.9	Indian	36	23.7			
Total	152	100	Total	158	100	Italian	8	5.3			
<i>Age group in yrs.</i>	<i>n</i>	<i>%</i>	<i>Age group in yrs.</i>	<i>n</i>	<i>%</i>	Japanese	12	7.9			
Below 20	2	1.3	Below 20	23	14.6	Kiwis	8	5.3			
21 -30	68	44.7	21 -30	92	58.2	Portuguese	4	2.6			
31-40	50	32.9	31-40	38	24.1	Tibetan	2	1.3			
40 and above	32	21.1	40 and above	5	3.2				Customers: N=152; Employees: N=158		

### 9.2. Exploratory Factor Analysis (EFA)

Before analyzing the model with CFA and SEM, the factor loading of latent variables was confirmed by EFA with Principal Component Analysis, component rotated with Varimax with Kaiser Normalization. EFA shows respective latent variables and items were confirmed in the same factors in measurement. KMO and the Bartlett's test of sphericity is presented in Table 3. KMO was 0.899, which was above the lower threshold of 0.5. Likewise, the Bartlett's test of sphericity suggests statistical significance of the correlations among the observed variables. The Chi-square value (2861.408, 171) is statistically significant at (p=0.001), place in table 3. The factors are extracted with 1 or higher eigenvalues, as suggested by Guttman, considers factors with an eigenvalue greater than one as common factors (Nunnally, 1978). In the event of that, total variance as explained by the three factors was 74.436% cumulative variance. The factor loading of the three factors is placed in Annexure-1.

**Table 03: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin		.899
Bartlett's Test of	Approx. Chi-Square	2861.408
Sphericity	df	171
	Sig.	.001

### 9.3. Confirmatory Factor Analysis (CFA)

Erstwhile to examining the relations among the variables, the subscale or the construct of latent variables was analyzed with confirmatory factor analysis to establish its unidimensionality of the whole construct (questionnaire items). Forthwith, a certain degree of model fit is necessary before the testing of the general model is done (Mulaik & James, 1995). So, CFA model fit test was done. Table 4 presents the results of the CFA and figure 2 present the structural model with factor loading. There should be at least 3 items with significant loadings (>0.30) (Suhr, undated). In view of this, all factor loading are higher than 0.5. Correspondingly, on the basis of the modifications indices, the model fit has been achieved. Modification indices suggested remedies to discrepancies between the proposed and estimated model.

Standard residual covariance was tested for significantly decreasing the model fit. Fixing the model fit, few items in latent variables were covariate. POS8, POS5, and POS3 in POS latent variable; CS1, CS2, CS3, CS4, CS6, and CS8 in CS latent variable were covariate. Similarly, POS4 has been deleted to achieve Model fit indices.

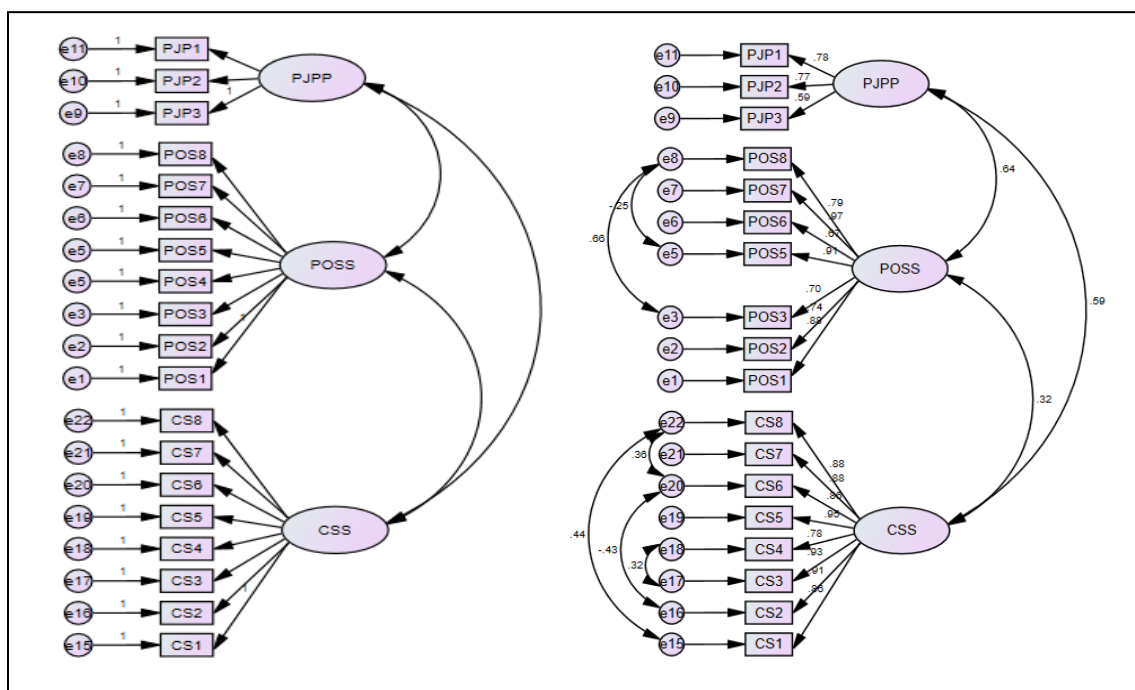
**Table 04: Summary of Model Fit Indices for Structural Model of Service Quality**

Measures	Observed Values of the Model
$\chi^2$	241.366
p	0.001
df	126
CMIN/df	1.916
RMSEA	0.068
PCLOSE	0.06
GFI	.861
CFI	.958
AGFI	.811
PCFI	0.789
IFI	.958
TLI	.949
PGFI	.634

*$\chi^2$ = Chi-Square; p - value for the model, Df= Degree of freedom; RMSEA= Root mean square error of approximation fit index; PCLOSE=p of Close Fit, GFI= goodness of fit index; CFI= Comparative fit index; AGFI= Absolute goodness of fit index; PCFI= Parsimony goodness of fit index; IFI= Incremental fit index; TLI= Tucker-Lewis index; PGFI= Parsimony goodness of fit index.*

Results from the estimation from the model yielded overall fit indices for the CFA model, which were acceptable threshold, with  $\chi^2/df = 241.366$ ,  $CMIN/Df=1.916$ ,  $p=0.001$ . The measurement model has a good fit with the data based on assessment criteria such as GFI, CFI, TLI, RMSEA (Nejatian, et, all., 2011; Bagozzi & Yi, 1988). RMSEA = 0.068 (<0.08, Browne & Cudeck, 1993; <0.05, Stieger, 1990; < 0.05 Hu and Bentler, 1999). CFI=0.958 indicating model Good Fit, within the upper threshold of >.95 (Hu and Bentler (1999). PCLOSE= 0.06 (>.05 Hu and Bentler, 1999). AGFI=.811 (>.80 Hu and Bentler, 1999). PCFI=0.789 (> 0.50 James, Mulaik & Brett 1982). IFI = 0.958, TLI = 0.949, within the threshold (> 0.90 Tucker & Lewis 1973), PGFI = 0.634 (> 0.50 James, Mulaik & Brett 1982). GFI was 0.861. At least three

indices must be fitted well to determine the model fit (Hair et al., 2010). Table 4 and figure 02 presents the summary of model fit indices.



**Figure 02: CFA of Latent Variable Construct (Proposed and Final Model Construction)**

**9.4. Reliability, Convergent Validity and Discriminant Validity**

Table 05 presents the result of the reliability and validity. FL, CR and AVE were used to test convergent validity. MSV and ASV were used to test the discriminant validity of the measurement model. Similarly, reliability was analyzed with CA. Reliability with the indices of CR > 0.7, Convergent Validity with the indices of CR > AVE, AVE > .5, Discriminant Validity with the indices of MSV < AVE, ASV < AVE (Hair et al., 2010). This is a satisfactory level of internal consistency of the measures and there exist some common points of convergence (Hair et al., 2010). This indicates measurement model is according to the assumptions which were originally made.

**Table 05: Reliability and Validity**

Constructs	Items	Factor Loadings	Cronbach's Alpha	CR	AVE	MSV	ASV
POS	POS1	.89	.929	.823	0.67	0.1	0.62
	POS2	.74					
	POS3	.70					
	POS5	.91					
	POS6	.67					
	POS7	.97					
	POS8	.79					
	PJP	PJP1					
PJP2		.77					
PJP3		.59					
CS	CS1	.86	.966	.966	0.78	0.1	0.46
	CS2	.91					
	CS3	.93					
	CS4	.78					
	CS5	.95					
	CS6	.86					
	CS7	.88					
	CS8	.88					

*Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Squared Variance (MSV), and Average Shared Squared Variance (ASV).*

*POS: Perceived Organization Support; PJP: Perceived Job Perception; JS: Job Satisfaction; CS: Customer Satisfaction*

### 10. Perceived Job Performance, Perceived Organizational Support and Customers' Satisfaction in Nepalese Hospitality Sector

The result indicated that there is a moderate level of PJP and POS in hospitality sector in Nepal with a mean value of 3.72 (SD=0.636), and 3.59 (SD=0.56). Correspondingly imperative, the level of satisfaction has a mean value of 3.61 (SD=0.78), that indicates a moderate level satisfaction.

**Table 06: Descriptive Statistics of POS, PJP and CS**

Variables	Mean	SD
PJP	3.72	0.636
POS	3.59	0.56
CS	3.61	0.78

### 10.1. SEM Path Analysis

Structural path analysis was performed to investigate the research hypotheses by using AMOS v23. The results indicates that, the research model has near good fit to indices as recommended by SEM literature (Hair et al., 1998; Bollen, 1989): with  $\chi^2/df = 417.136/132$ ,  $CMIN/Df=2.16$ ,  $p=0.001$ .  $RMSEA = 0.72$ ,  $PCLOSE=0.043$ .

### 10.2. Correlation Analysis

Correlation matrix is presented in table 7, it indicates that there is a comparatively moderate to strong correlation between PJP and POS with  $r= 0.568$ ,  $p=0.001$ , PJP and CS with  $r=0.507$ ,  $p=0.001$ . Similarly, comparatively moderate correlation between POS and CS with  $r=0.346$ ,  $p=0.001$ . As expected, a positive moderate to strong relationship between the variables was achieved.

**Table 07: Correlations matrix of POS, PJP and CS**

Variables		<i>PJP</i>	<i>POS</i>	<i>CS</i>
<i>PJP</i>	<i>r</i>	1	.568**	.507**
<i>POS</i>	<i>r</i>	.568**	1	.346**
<i>CS</i>	<i>r</i>	.507**	.346**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### 10.3. Impact Analysis

The model path analysis shows the Regression Weights heading the standardized loadings along with standard errors and p-values that are presented in table 8. PJP -> CS unconstrained estimates are significant, whereas insignificant in POS -> CS. The Standardized Regression Weights can be interpreted as the correlation and influence between the observed variable and the corresponding common factor. PJP-> CS is significant at the 0.01 level. The construct of POS ->CS has no significant influence on each other with  $p>0.05$  level. The Standardized Regression Weights is comparatively high in factor construct of PJP->CS than POS -> CS constructs.

### 11. Hypothesis Testing (SEM)

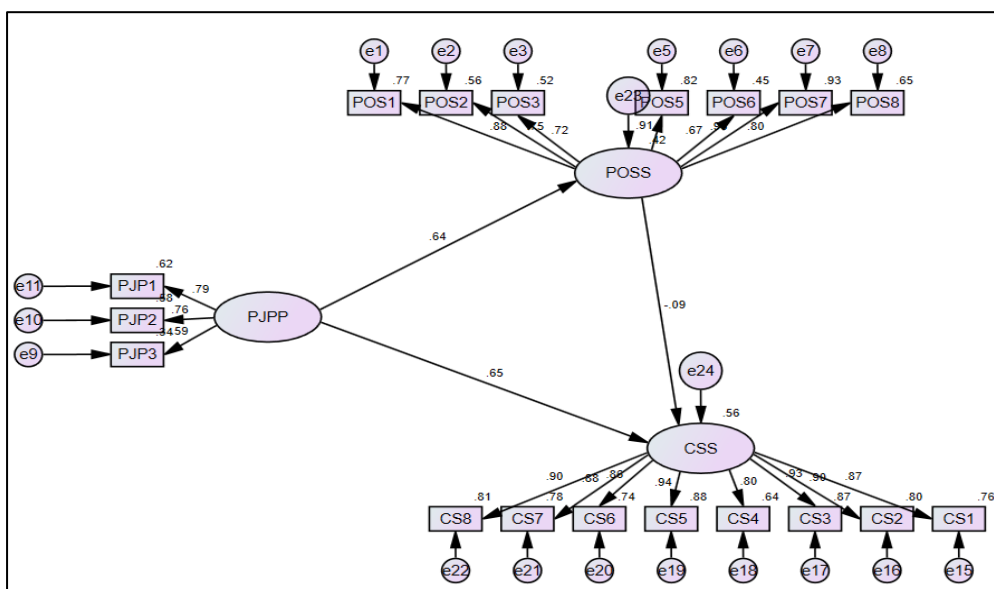
In view of the above, the regression weight had made it clear understanding of impact of PJP on CS but not explained in POS and CS directly. The results shows PJP positively affects the CS ( $\beta = 0.654, p < 0.01$ ), would cause the CS to increase by 65.4%. Hence, path analysis determined the theoretically based hypotheses PJP has significant positive direct effect over the CS. However, POS does not have direct effect over CS.

The hypotheses were verified using the values (shown in the path diagram in figure 3 and table 8) H1 is accepted, however, H2 is failed to be accept.

**Table 08: Standardized Regression Weights (SME Model)**

Hypothesis	Exogenous	Endogenous	Estimate (Standardized)	S.E.	P
H1	PJP	CS	0.654	0.234	***
H2	POS	CS	0.093	0.126	0.397

$R^2 = 0.56$



**Figure 03: SEM- Path Analysis**

## 12. Mediating role of Perceived Organizational Support towards Perceived Job Performance over Customer Satisfaction

The current model also investigated the mediating role of POS towards PJP over CS with formulation of H3. The direct effect by the construct model was performed first and later the mediation effects were analyzed based on the respective hypothesis. The construct for mediation test was performed through SEM (path analysis) with bootstrapping. The bootstrap estimates presented were based on 2000 sample and Bias-corrected CI at 95%. H3 was verified using the values of direct beta without mediation, direct beta with mediation and indirect beta as shown in table 9. The result indicates that POS have partial mediation towards PJP on CS. It signifies that there is a mediating effect of POS over the relationship of PJP and CS. It signifies not only the importance of the employees' perception on organizational support towards their job performance, it too indicates the importance of organizational support towards customer satisfaction. Hence, H3 is accepted, as there is a mediation relationship in between the variables under observation PJP->POS->CS.

**Table 9: Summary of Hypothesis Testing to Identify Mediation**

Hypothesis No.	Hypothesis	Direct Beta w/o Med	Direct Beta w/Med	Indirect Beta	Mediation type observed
H3	PJP-POS-CS	.654***	.115**	.030**	Partial

**Note:** bootstrap sample=2000; \*\*\*p<.01, \*\*p<.05 and ns=not significant.

## 13. Discussion and Conclusion

As a result of empirical findings that demonstrate, the significant relationship between PJP, POS and CS. Additionally the partial mediation of perceived organization support in hospitality industry in Nepal. This research paper contributed in understating of relationship between PJP, POS and CS. Diverse samples of employees and customers from the hospitality industry in Kathmandu, Nepal are used for the study. The finding indicates that PJP has a strong direct relationship with CS, it supports the study of Douglas, Thomas, & Ingram, (1992) and Frederick Reichheld (2000) and Heskett, Jones, Loveman, Sasser, and Schlesinger (1994).



It is also empirically proved that the consequences of customer satisfaction is also linked with POS with weak to moderate relationship with CS, it supports previous studies of Siddiqi, (2014), Hur (2014), Singh & Singh (2010), Hassan, Hassan, & Shoaib (2014). However, it is found that there is no direct impact of POS on CS. The lack of a noteworthy direct effect from POS on CS does not diminish the value of the former.

Similarly, it has been established that employee perceived organizational support exerts a partial mediation influence on customer satisfaction. As such, employee PJP is manifested as one important antecedent of the customer's satisfaction, albeit indirectly through the development of organizational support between employee and customers. The result supports studies like Spiro and Weitz (1990), Jeon & Choi (2012), Bulgarella (2005), Pantouvakis & Bouranta, (2013), Douglas, Thomas, & Ingram (1992), Pantouvakis & Bouranta (2013), Kermani (2013) and Jeon & Choi (2012), Kermani (2013), Wiley (1991), Pantouvakis & Bouranta (2013). This can be interpreted with the organizational support to the employees can strongly relate with achieving higher level of CS in Nepalese hospitality sector. It emphasized on managerial implications that CS can be achieved at higher level with creating PJP by improving POS, it supports the findings of Guan, Sun, Hou, Zhao, & Luan, (2014) that signifies that POS influenced job performance indirectly.

Thus, it may be concluded that the present study provides evidence that CS is correlated with PJP and POS, with mediating effects of POS towards the effect of PJP on CS. POS increase performance of standard job activities and actions favorable to the organization that go beyond assigned responsibilities (Rhoades and Eisenberger 2002). Therefore, hospitality industry in Nepal, should pledge a proper inventiveness in the direction of creating an organizational employee supportive environment to increase the job performance. So that, the ultimate goal of customer satisfaction can be achieved. This will lead the organization towards its achievement of goals. Finally, if the business wants to satisfy the needs of its customers, it must first support its employees.

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**Annexure 01**

**Rotated Component Matrix<sup>a</sup>**

items	Opinion Statements	Component		
		CS	POS	PJP
POS1	My organization really cares about my well-being	.851		
POS2	My organization strongly considers my goals and values	.781		
POS3	My organization shows little concern for me (do not concern)	.810		
POS4	My organization cares about my opinions	.518		
POS5	My organization is willing to help me if I need a special favor	.873		
POS6	Help is available from my organization when I have a problem	.674		
POS7	My organization would forgive an honest mistake on my part	.896		
POS8	If given the opportunity, my organization would take advantage of me.	.857		
PJP1	My performance is better than that of my colleagues with similar qualifications			.677
PJP2	I am satisfied with my performance because it is mostly good			.597
PJP3	My performance is better than that of employees with similar qualifications in other organizations			.821
CS1	I intend to continue using this hotel	.861		
CS2	I would recommend this hotel to other people	.886		
CS3	I would like to stay in this hotel next time	.909		
CS4	I would like repurchase many services in this hotel	.777		
CS5	I would encourage friends and relatives to visit this hotel	.922		
CS6	I consider the performance in this hotel strong	.863		
CS7	I would consider this hotel as my first choice when I need a hotel service	.884		
CS8	I am overall satisfied with the service quality of the Hotel.	.899		