The Employees’ Roles on Service Delivery:

Case study on Haibin Hotel & Westin Hotel in China

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Abstract

**Aim:** Nowadays, China’s hotel industry has developed rapidly and makes a great contribution to service industry. Nevertheless, there are still various problems in the hotel industry. There is a lack of suitable human resource strategies to develop employees qualitatively and quantitatively, which is the main internal reason. Therefore, with the evaluation of whether the Haibin Hotel and Westin Hotel are aware of the importance of the employees in service delivery and research on how the two hotels develop people to deliver excellent service through human resource strategies, which ultimately reveal that service personnel is playing an extremely important role on excellent service delivery in this paper.

**Method:** This paper investigates Haibin Hotel and Westin Hotel as multiple case studies to study the human resource strategies for delivering service quality through people. In order to examine the validity of previous relevant theories hence put forward the developed theory of service quality delivery chain through collecting and analysing data from telephone interview with managers and survey employees through questionnaires in both hotels.

**Result & Conclusions:** With researching the human resource strategies for improving the employees' quality and quantity, and comparing the differences in service delivery through people in both hotels, we conclude that hotels should highlight that the service employees' play an extremely important role on good service delivery as well as specially emphasize on the service quality delivery through integrating the service culture and human resource strategies into the hotels.

**Suggestions for future research:** One limitation is a lack of customer perception on service delivery. Another limitation is in the telephone interview which cannot yield complete information about the hotel. Two suggestions for further research have been put forward in this paper. One is to conduct more than three case studies that can make the data more rich and effective if the time allowed. Another is adopting face-to-face interviews to collect the qualitative data.

**Contribution of the thesis:** This paper reveals how the important role of employees in service quality delivery and come up with a developed theory could be applicable to other hotels and provide the guideline for other hotels to improve the service quality delivery.

**Key words:** People, Service culture, Human resource strategy, Employee, Service delivery, Hotel
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1 Introduction

This chapter describes the background of the Haibin Hotel and the Westin Hotel. It also provides a problem discussion and research questions, along with the purpose of the thesis and the limitation of the research.

1.1 Background

The rapid development of science and technology which is now fundamentally changing people's lifestyles and social modes of production, brings more complex and rapidly changing social environments and economic environments as well as more intense competition. Therefore enterprises should depend both on development of physical product and on good service delivery to remain invincible in the market competition.

In today's competitive environment, excellent customer service is becoming the core competitive advantage in hotel industry. Meanwhile, many services are delivered by people in real time. People - customer-contact employees and those supporting them from behind the scenes - are critical to the success of any service organization (Wilson et al., 2008). As within the models of HRM presented by Guest (1987), Walton (1985) and Beer et al. (1984), frontline employees are viewed as the organisation's most important asset, being capable of achieving and sustaining competitive advantage (cited in Kim Hoque, 2000, p.6). As a result, the company should recognize the importance of its employees in representing and reinforcing the brand image of the company and delivering the service correctly from the customer point of view.

The service employees, who represent the organization in the customers' eyes, can have an impact on image and reputation of the company. When the service employees provide the accurate service the customer's desires can be met, the company gains a positive reputation hence attaining the higher market share and the charge more than its competitors for service (Wilson et al., 2008).

The service employees, who are knowledgeable, understanding, and concerned about the customers' needs, also influence the five dimensions of service quality: reliability, responsiveness, empathy, assurance, and tangibles (Wilson et al., 2008). It is essential to understand and meet what the customer wants and needs with service employees' abilities to deliver (Wilson et al., 2008).
Grounded in this understanding of the importance of service employees and the nature of their roles in the organization, companies should pay more attention to knowing how to differentiate from their competitors and shaping service cultures and integrating appropriate strategic human resource management into service in order to delivering the good customer service through people (Wilson et al., 2008).

However, service employees often face interpersonal and interorganizational conflicts on the job. A more common type of conflict for front-line service employees is the conflict between their two bosses, the organization and the individual customers. Service employees are appreciated and rewarded for following certain standards, rules and procedures. Ideally these rules and standards are customer based. But actually sometimes the customer makes excessive demands which beyond the organization's rules.

To summarize, the service employees not only need to follow the rules, but also need to accommodate the client requirements. But the conflict is greatest when the employee believes policies of the organization is wrong and must decide whether to satisfy the customer and risk losing a job, or to follow the policies. Therefore, the organizations should use strategies to create a flexible environment that helps front-line employees deal with the real problems on their job.

In this paper, the companies we have chosen to write about are the Haibin Hotel and the Westin Hotel in China as our research object. These hotels have strong and well-developed customer-oriented service culture and highlight the employee satisfaction because they think employee satisfaction can influence customer satisfaction hence influencing the profitability of their hotels (Westin Hotels, 2010). Therefore, they would be good examples for us to explore how the hotels deliver good service quality by integrating the service culture and human resource strategies into the hotel. And we also research whether the hotels really are aware of the importance of the employees in service delivery.

1.2 Problem Discussion & Research Questions

In the last two decades, China’s hotel industry has been rapidly developed, which is, in fact, the process that keeps improving and perfecting hotel service delivery (Yan Zhang, 2008, p. 60). The above-mentioned process includes not only management and recognition of quality among management personnel, but also quality of hotel services provided by the employees (Ibid). Generally speaking, China’s hotel industry has made a great contribution to service industry in the two aspects (Ibid). Nevertheless, there are still has various problems in hotel industry, but following is the most critical:

Yan Zhang (2008) state that “excellent service of hotel is embodied in the service process of service employees for their customers” (p.60). Therefore, the quality of
service employees will have a direct impact on the service delivery of a hotel. Lack of the suitable human resource strategies to develop employee's quality and quantity is the internal reason that commonly results in lower service quality delivery. If the hotel manager does not focus on service management issues and if he/she is not capable to encourage their employees to be service-minded and customer-conscious, the organization's interest in its customers and ultimately will lower the overall service level of the hotel (Grönroos, 2000).

In China, the hotels change the size of service employees frequently which increases the quantity of temporary employees in order to reduce human costs. At the end, the new employees, who without appropriate professional training and consciousness of customer service, influence the service delivery and images of the hotels in customers’ eyes. For example, a bad attitude, slow in action, no one answers phones for a long time, etc, are all bad service performances that will make customers dissatisfied and shape the negative reputation of hotels.

Therefore, we want to research the Haibin Hotel and the Westin Hotel as two cases and to evaluate whether they really are aware of the importance of the employees in customer service delivery and compare the differences on service delivery aspect in both hotels in relation to human resource strategies.

**Research questions:**

- What are the influences of the employees in the hotel service delivery?
- How can the hotel deliver the good service quality through people?
- What are the differences between the Haibin Hotel and Westin Hotel regarding service delivery?

**1.3 Contribution of research**

This paper reveals how the important role of employees in service quality delivery and come up with a developed theory can be applicabled to other hotels and provide the guidence for other hotels to improve the service quality delivery.

**1.4 Purpose**

The purpose of this study is to investigate the role of service personnel on good service delivery with special emphasize on the use of HR decision anf strategies.
1.5 Limitation

On the one hand, the limitation of this research is the lack of a customer perspective. In external marketing, customers play an essential role on service delivering process. Instead, we have collected the data from both sides of the delivery system - managers and employees. If we can gain the customers' point of view of the service quality delivery in Haibin Hotel and Westin Hotel, we can evaluate and compare the two hotels more accurately in service aspect by evaluating customer satisfaction. On the other hand, by reason of limited time and cost, we cannot go back to China to have face-to-face interviews. Telephone interview as used in this study cannot get the most valuable information from the hotels compared with face-to-face interviews.
2 Methodology

This chapter consists of an introduction to the research approaches and strategies we chose and how to collect valuable data and analysis data to find the answer to research questions. The reliability and validity of our collected data also discussed below.

2.1 Research Approach

Before beginning the research we had to decide the research approach and choose a research strategy to collect the data and develop the theory. There are two approaches - qualitative and quantitative method - are provided to use.

Different methodologies have different purposes and functions in research. The qualitative approaches are aimed to look deeper into the research questions and find the reason and motivation. Quantitative methods focus on accurately describing the general properties of an enormous number of individual cases. Compared to quantitative research, qualitative research is usually much less rigorous to structure than quantitative research and, consequently, the researcher is more likely to obtain unexpected information and miss some information (Blumberg et al., 2005, p.125). However, quantitative research is more efficient than qualitative to analyse but researcher is more likely to miss some details.

Although there are many differences between qualitative and quantitative research methods, they do not exist in isolation and hence they can be used to complement each other (Saunders et al., 2003, p. 99). It is beneficial for the primary and secondary data collection to use both methods (Ibid).

Therefore, we have decided to combine qualitative and quantitative methods to collect data in our paper. Adopting the multi-approach in the same study will give us assurance that we can get the most important issue we want (Saunders et al., 2003, p.99) and obtain a comprehensive understanding of the human resource strategies of service quality delivery in Haibin and Westin Hotel.

In order to get insight into the human resource strategies in the two hotels, we conducted interviews with finance manager Quiling Liu and training manager Haibo Li of Haibin Hotel and assistant manager Chi Qi of Westin Hotel on telephone. By using telephone interview as a qualitative method we can obtain deeper insights on how the hotels deliver the good service quality through people separately. But as mentioned above, the qualitative method is more likely to miss some important information. Considering the disadvantage of the qualitative method, we decided to adopt the quantitative method to complement the qualitative method.
The purpose of our paper is to evaluate whether the Haibin Hotel and the Westin Hotel really are aware of the importance of the employees in customer service delivery and compare how well the both hotels deliver the good service quality through using the human resource strategies. Therefore, in order to achieve this purpose we think we should not only adopt interviews with managers in both hotel but also collect data from the employees' point of view contact customers directly through questionnaires. Because different perspectives bring data that would allow us to compare the managers' point of view also give our collecting data more reliability. We surveyed 20 employees' through questionnaires. We sent e-mail to their managers who in Haibin Hotel and Westin Hotel helped us to send out our questionnaires to employees separately.

2.2 Research Strategies

In this part, we turn our attention to the research strategies and we have chosen the case study as our research strategy in our paper.

2.2.1 Case Study

Robert Yin (1981; 1994) defines case study as 'a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence.' (Colin Robson, 2002, cited in Robert Yin, 1994, p.178). According to Morris and Wood (1991), this strategy can provide a rich understand of the of the context of the research and the processes being enacted (Saunders et al., 2003, cited in Morris and Wood, 1991, p.93). Therefore, we employed case study which could be seen as a very worth while way to explore existing theory.

Case study research can be divided into two kinds: single case study and multiple case studies (Blumberg et al., 2005, p.192). The former only focuses on one case, while the later emphasises the investigation of several cases. Usually, using more than one case is considered better than basing results on just one case in investigation. Because multiple case studies are seen as a more appealing way that can gain the extensive and sufficient resources we need. Therefore, we focus our research on two hotels and analysis and compare the empirical studies with relevant theoretical studies.

2.3 Data Collection

The data collection is performed by collecting primary data and secondary data. The primary data are collected from the interviews.
2.3.1 Primary and Secondary Data

Both primary and secondary data have been used in this paper. The primary data is collected when the researchers go directly to the originator of the evidence and then they gather the information from a primary resource to answer their research problem (Dan Remenyi et al., 2000, p.141). Secondary data is the data or information that has already been recorded and collected by others for other purposes (Cooper et al., 2005, p.315). We can collect secondary data from the course books, article, newspaper papers, Internet Website and other publications.

The primary data of this paper is from the phone interviews and the employees for the questionnaire survey. The secondary data are collected mainly from the Internet Websites and all related to Haibin Hotel and Westin Hotel in general. The primary data is collected by telephone with these two hotel’s managers, and also by sending e-mails to managers that help us to delivery questionnaires to employees seperately.

2.3.2 Interviews and Questionnaires

It is widely recommended to use interviews to collect information for evidence as a source (Cooper et al., 2005, p.378). We utilize two types of methods to collect the primary data. The first is survey research in which we use a questionnaire with an emphasis on fixed response categories and systematic sampling and loading procedures combined with statistical methods and quantitative measures (Ghauri, 2002, p.100). The second type is unstructured interviews in which the informant is given almost full liberty to discuss reactions, opinions and behaviour on a particular issue. After some answers we decided to give the question about “how” and “why” to continue the dialogue. The questions and answers are often unstructured and are not systematically design beforehand (Ghauri, 2002, p.100-101).

We decided to do the interviews by telephone with the Haibin Hotel’s Training manager Haibo liu and Finance manager Qiuling Liu and with Westin Hotel assistant manager Chi Qi. We also e-mailed the questionnaires to the managers in these two hotel for them to deliver them to the employees to answer. The telephone interview was tape recorded because audiotapes can provide a more accurate rendition of the interview. The manager’s questionnaire includes 31 questions that were made with information and theories from the service marketing area. The questionnaire of employees includes 22 questionnaires according the theoretical framework provided by Wilson et al. (2008).
To find out the appropriate interviewees, we sent E-mail to these hotel and asked for interviewing the managers of these hotel. The hotels replied to us and gave the managers’ E-mail to us. Fortunately, Haibin Hotel provided Finance manager and Training managers’ agree to the interview and Westin Hotel provided Assistant manager whose responsible for staff management accept the interview. We sent the E-mail to the managers asked for phone interviews and also sent the questionnaires to them. The interviews for each of Haibin Hotel mangers lasted one hour, the interview for Westin Hotel lasted about forty minutes. These informants behaved nicely and were knowledgeable and also knew well the employees working providing the information for the paper that we needed. A recorder was used in these three interviews and we wrote down everything they said during the interviews in order not to forget something and misunderstand. Meanwhile, the managers helped us to send the employees questionnaire to the staff to fill in the answers and then 20 employees of Haibin Hotel and Westin Hotel sent their individual answers to us via E-mail.

2.4 Reliability & Validity

Blumberg et al. (2005) state that the two major criteria for evaluating a measurement tool:

“Reliability has to do with the accuracy and precision of a measurement. Validity refers to the extent to which a test measures what actually wish to measure” (p. 388)

This paper is based on a case study which means that the same result cannot be collected from another company, because the companies are different. In order to obtain reliable and valid results in this thesis many precautions were made. All aspects of the research problems were covered in the questionnaires and approved by the supervisor.

In this paper the data has been collected by phone interviews. In order to have reliable and valid data we have recorded these interviews. The questionnaires were both present in English and Chinese to the managers and employees. The employees sent the answers to us individually in order to get the information from the employees to be as reliable and valid as possible.

The information of this thesis was gathered from qualitative and quantitative data. We believe that the method of this thesis has high reliability and validity, meaning good quality.
2.5 Data Analysis

In this part, we account for the qualitative data analysis and quantitative data analysis.

2.5.1 Qualitative Data Analysis

The purpose of our paper was focused on exploring how the hotels deliver the good service quality through integrating the service culture and human resource strategies into the questions. However, in our cases, only using of a theoretically based approach to qualitative analysis may constrain the scope of our research. Therefore, we have chosen an inductive approach that allows a good 'fit' to develop between the social reality and the theory (Saunders et al., 2003, p.393) to get deeper insight into our exploration and make our data reality and validity. Based on the theory of human resource strategies (Wilson et al., 2008), we devised a framework in real life. The three main strategies within the theory are seen as a pattern that we can use to design our interview questions sent to the managers. Data collected in this way is beneficial for us as we want to evaluate whether the hotels really are aware of the importance of the employees in service delivery and compare the difference on service delivery aspect in both hotels through using the human resource strategies. Figure 2.1 shows how we analysy these qualitative data.

Figure 2.1 Source: Own Construction
2.5.2 Quantitative Data Analysis

As mentioned above, we collected quantitative data from employees' questionnaires in two hotels, in order to measure the staff satisfaction of human resource strategies in two hotels. The questionnaires of employees mainly consist of rating or scale questions to collect opinion data. Opinion data that measure the satisfaction of employees are used as a complement to the qualitative data from managers in human resource strategies of both hotels.

We followed Turkey's (1977) exploratory data analysis approach that highlights the use of diagrams to explore and understand data collected (Saunders et al., 2003, cited in Turkey, J.W., 1997, p.338). The most important aspect of opinion data is the proportions of employees agreeing and disagreeing with the statement (Saunders et al., 2003, p.345). We believe that pie charts are preferable ways of showing proportions in data analyses. They seem to be more quickly and easily understood (Robson, 2002, p.403). Finally, we describe employees' satisfaction data and compare the different degree of employees' satisfaction in the two hotels. Figure 2.2 shows how we analyse these quantitative data.

![Figure 2.2 Source: Own Construction](image_url)
3 Theoretical Framework

The theoretical part of this paper mainly relate to the service culture, internal marketing communication, employee satisfaction, customer satisfaction and profits, strategies for managing emotion labour, strategies for delivering service quality through people. And we also integrate a framework of the theory we wrote.

3.1 The Role of Service Culture

An organization has its own rules and principles that we know as the organizational culture or corporate culture. Wilson et al. (2008) mention that corporate culture has been defined as ‘the pattern of shared values and beliefs that give the members of an organization meaning, and provide them with the rules for behavior in the organization’ (p.269). Corporate culture has become a standard component in management, business communication, and organizational communication courses (Putnam & Conrad, 1999, p.141). All companies have a corporate culture but not all companies have a service culture and a situation where appreciation of good service exists. The companies must rely on their service culture to influence employees’ thoughts, feelings, and behaviour.

A service culture appears as another form of the corporate culture. It can be described as

...a culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate, external customer is considered a natural way of life and one of the most important norms by everyone. (Grönroos, 2000, p. 220)

3.2 Internal Marketing Communications

Culture, consequently, is the foundation of communication. And, when cultures vary, communication practices also vary (Hofstede, 2001, p. 24). Wilson et al. (2008) mention that internal marketing communications must be managed so that information from the companies to employees is accurate, complete and consistent with what the customers are hearing or seeing. Various parts of the companies are responsible for different aspects of communication. The human resources department trains front-line employees for service interactions, and still another area is responsible for the customer service department.

The popular view from some articles is that employees constitute an internal market in which labour is exchanged and paid for designated outputs. An extension to this is that employees are a discrete group of customers with short management interacts (Piercy and Morgan, 1991), so that relational exchange can be maintained (developed)
with external stakeholders. Whatever view is taken, employees are, as Christensen and Askegaard et al. (2006) state, the most central audience for organizational communication.

Both employees and managers impose their own constrains upon the range and nature of the activities the organization pursues, including its promotional activities. Employees and management (members) need to communicate with one another and with a variety of non-members, and do so through an assortment of methods. Communication with members, wherever they are located geographically, needs to be undertaken for a number of reasons. Good managers choose the right communication channel, or combination of channels, to accomplish their intended purpose in a given situation.

Hellriegel et al., (2005) argue that the art of giving feedback is an indispensable skill. Particularly for managers who must regularly give feedback to the employees. Often this takes the form of performance feedback given as evaluations and appraisals. When poorly done, such feedback can be threatening to the recipient and cause resentment. Also feedback that are performance critics can be listened to, accepted, and used as communication advantage in relation to the receiver (Hellriegel et al., 2005).

### 3.3 Employee Satisfaction, Customer Satisfaction and Profits

Heskett et al. (1994), Loveman (1998), Rucci et al. (1998) and Hallowell et al. (2000) put forward the service profit chain shown in Figure 3.1 to illustrate the relationship among the employee satisfaction, customer satisfaction and profits. The service profit chain shows that the companies who offer superior internal service quality to their employees, and who treat their employees as customers, can achieve higher employees’ satisfaction. By enhancing employees’ satisfaction good employees and improved employees’ productivity can be obtained. At the same time, the satisfied employees make for satisfied even committed customers (and satisfied customers can, in turn, reinforce employees' sense of satisfaction in their jobs) (Wilson et al., 2008, cited in J.L. Heskett et al., p.273). Ultimately, customers’ satisfaction and customers’ loyalty influence revenue growth and profits through increasing the volume of purchases and market share.
3.4 Strategies for Managing Emotional Labour

3.4.1 Screening for emotional labour abilities

Wilson et al. (2008) state that many firms recruit and select the most suitable employees to meet the emotional labour requirements of the job. Companies put prospective employees through the practices (e.g., simulated customer contact exercise) to seek for the employees whose values, experience and personalities match the job's emotional labour requirements (Ibid).

3.4.1.1 Emotional management skills and appropriate behaviour

Most companies teach their customer-contact employees need to be friendly and courteous to customers. However, customers have no obligation to return empathy or courtesy. Therefore, employees haven't the status as equal as the customers who have the privilege of 'the customer is always right'. In this situation, employees face real challenges because they cannot express their true feelings. Companies may encourage employees to engage in deep-acting strategies such as imagining that the client is a friend and expressing the real feelings to them. Companies also may train employees in how to avoid absorbing a customer's bad mood (Wilson et al., 2008)

3.4.2 Carefully constructing the physical work environment

The environment of service delivery can have an impact on employee behaviour and emotions (Wilson et al., 2008). Companies can provide the comfortable environment, such as available rest room and sport room, to relief employees' stress and reduce the boredom.
3.4.3 Allowing employees to air their views

Allowing employees to air their views lets them get rid of their dissatisfaction and frustrations (Wilson et al., 2008). Bitner M. J. et al. (2008) suppose that firms can provide emotional support and encouragement to employees through setting a venting to share frustrations and 'let off steam'. Through this venting, employees can see that others are experiencing the same problems and they are not alone. At the same time, they can feel their emotional contribution are recognized and can feel their company much care about them (Gremler D. D et al., 2008, p. 277).

3.5 Strategies for Delivering Service Quality through People

Wilson et al. (2008) state that:

"A complex combination of strategies is needed to ensure that service employees are willing and able to deliver quality services and that they stay motivated to perform in customer-oriented, service-minded ways." (p. 280)

If the human resource decisions and strategies in companies are aimed at motivating and enabling employees to deliver customer-oriented promises successfully, they will move towards delivering service quality through their people (Wilson et al., 2008). Wilson et al. (2008) also state that:

"To build a customer-oriented, service-minded workforce, companies must (1) hire the right people, (2) develop people to deliver service quality, (3) provide the needed support systems, and (4) retain the best people." (p.280)

Each of these basic strategies has a lot of specific substrategies, as shown in Figure 3.2.

![Figure 3.2 Human resource strategies for delivering service quality through people (Wilson et al., 2008)]
3.5.1 Hire the right people

A central concern of human resource management is recruitment and retention of valued employees (Davenport, 2000). Therefore, in order to deliver service quality effectively, companies should pay more attention to recruiting and hiring suitable service employees (Wilson et al., 2008). Figure 3.2 shows a number of ways to go about hiring the right people.

- Compete for the best people

Competing for the best people is a first essential part of recruiting procedure in the companies. A company has to identify the suitable people and compete with other companies in order to hire the best man (Wilson et al., 2008, p.281). Leonard Berry and A. Parasuraman (1991) suggest that firms act as marketers and use their marketing expertise in competing with other organizations to pursuing the best employees.

- Hire for service competencies and service inclination

Companies need to attract new employees who will contribute to the company through their abilities and values (Armstrong, 1995). Companies require their service employees to have two complementary capacities: service competencies and service inclination (Wilson et al., 2008).

Wilson et al. (2008) state that "service competencies are the skills and knowledge necessary to do the job" (p.282). In many cases, job applicants validate competencies, such as attaining the particular degrees and relevant professional qualifications (Wilson et al., 2008) can determine whether he or she has the necessary technical or professional competencies to perform well on the job (Susana Pérez López et al., 2006). But sometimes, service competencies may be related to basic intelligence or physical requirements rather than relevant degree (Wilson et al., 2008, p. 282).

Wilson et al. (2008) state that:

"Service employees not only must be screened for more than their service competencies, but also be screened for service inclination - their interest in doing service-related work - which is reflected in their attitudes towards service and orientation toward serving customers." (p.282)

- Be the preferred employer

One new approach to gain a competitive position to attract and retain the best human resources is to be the preferred employer in a particular industry or in a particular
location (Wilson et al., 2008, p. 282). Preferred employers are those organizations that outperform their competition in effectively attracting, motivating, and retaining talented employees (Sutherland et al., 2002). They achieve this reputation through innovative and compelling HR practices - "extensive training, career and advancement opportunities, excellent internal support, attractive incentives" (Wilson et al., 2008, p.282) - that benefit both employees and their organizations (Susana Pérez López et al., 2006), ultimately lead to sustained competitive advantage (Lado & Wilson, 1994; Pfeffer, 1994; Turban & Greening, 1997). And if the company fail to fulfill the promise to the customers and fail to live up to its employer brand promises, its employees will also leave (Alan Price, 2004).

3.5.2 Develop people to deliver service quality

To develop and maintain a consistent customer oriented and service-minded workforce, only hiring the right people in the right place is not enough. Companies must provide necessary training program and give the authority to their employees to ensure the good service delivery (Wilson et al., 2008). Additionally, promoting the teamwork is also important part in the service delivery process.

- Train for technical and interactive skills

One of the most important things of human resource strategies is training in the company (DiBella et al., 1996; McGill and Slocum, 1993; Nonaka and Takeuchi, 1995; Ulrich et al., 1993). Consequently, the companies need to provide ongoing training programs for their employees in the necessary technical skills and knowledge and interactive skills to deliver the quality service (Wilson et al., 2008, p.282).

Grönroos (2000) states that "training the technical skills of a firm's personnel may be a means of simultaneously improving quality and productive" (p219). In many cases, companies may teach the technical skills through formal education (Wilson et al., 2008). In addition, technical’s skills are often taught through on-the-job training which can combine the theoretical foundation and real work (Wilson et al., 2008).

Service employees also need training in interactive skills which are heavily intertwined with technical skills that ensure them to provide "courteous, caring, responsive and empathetic service" (Wilson et al., 2008, p.283). Interactive skills of training provided for employees, especially customer contact employees but also support employees, with specific skills as far as communication task are concerned (Grönroos, 2000, p.367). Successful companies highlight the training programs and make sure that the training fits their company’s mission, valued and strategies (Wilson et al., 2008).
● **Empower employees**

To reduce job-related stress, improve job satisfaction and truly accommodate the customer needs (Wilson et al., 2008), companies need to empower employees to make decisions and "take action in a large number of potential problematic situations" (Grönroos, 2000, p346).

Wilson et al. (2008) suppose that "empowerment means giving employees the desire, skills, tools and authority to serve the customer" (p.283). The importance of empowerment is that the employees know their responsibilities (Grönroos, 2000, p346) and are given authority to make decisions on the customer's behalf (Wilson et al., 2008). But authority alone is not enough. Employees need knowledge and tools to be able to make these decisions, and they need rewards that encourage them to make right decisions (Wilson et al., 2008, p.283).

Bowen and Lawer (1992) claim that:

"Empowering employees means (1) providing them with information about the performance of the organization, (2) rewarding them based on the organization's performance, (3) creating a knowledge based that makes it possible for employees to understand and contribute to the performance of the organization, and (4) giving employees the power to make a decisions that influence organizational directions and performance." (p. 31-39)

Empowerment demands an ongoing development of "trusting relationships between management and employees" (Khan, S., 1997, p.44-50). Harari (1997, p.252-263) supposes that managers must respect employees' authority to analyze situations and make decision. It is also important that management create and maintain the needed environment so that employees can feel that they have power and can use their power in customer interactions (Harari, O., 1997, p.252-263). Successful companies in empowerment are not only simply tell their employees have the authority to make decision, but also provide the "training, guidelines and the tools needed for them to make such decisions" (Wilson et al., 2008, p.283).

● **Promote teamwork**

Teamworking as a source of job satisfaction will enhance customer satisfaction in a service organization. Within teamwork environment, employees will feel supported and feel that they have a team backing them up as well as they can ease some frustrations and stresses so that they will be able to maintain their enthusiasm and be improved performance of quality service delivery (Wilson et al., 2008).

Teamworking is aimed at help companies handle internal problems through allowing team members to study and solve the problems (Betty Conti & Brian H. Kleiner, 1997). By promoting teamwork, companies can improve productivity and create better adaptability and flexibility in the organization can enhance the employees'
interpersonal skills (Porter, 1993; McCorkle et al., 1999) to deliver excellent service and the support from team can make employees’ jobs easier and more pleasant (Wellins, R., Byham, C. and Wilson, J., 1991).

One way of promoting teamwork indicated by Wilson et al. (2008) is to encourage the customer contact employees’ (or support employees’) need to clearly know their responsibilities of their jobs and their roles in total service picture is important to the final quality service delivery. Another way of promoting teamwork is to reward teams of individuals so that team efforts and team spirit are encouraged (Wilson et al., 2008).

3.5.3 Provide needed support systems

In fact, without customer-oriented internal support and systems, proper conditions for delivering quality service do not exist (Wilson et al., 2008). Grönroos (2000) puts forward that if the company requires their employees to take responsibility for customer but does not provide internal support systems aligned with their need (Wilson et al., 2008), they will feel ambiguity, frustration and anger. What's worse, they will probably make bad decisions. In other words, it is nearly impossible for employees to deliver quality service no matter how much they want to without supportive systems (Wilson et al., 2008, p. 285). The following suggested strategies are aimed at ensuring customer-oriented internal support.

1) Measure internal service quality

The companies can more easily deliver quality customer-oriented service by ensuring the internal service quality. Measure and reward internal service is a key way to develop and support internal service relationship (Wilson et al., 2008, p. 285). Before companies begin to develop an internal service quality, they should measure customer perceptions of internal quality first by using the internal customer service audits (Wilson et al., 2008). Wilson et al. (2008) have indicated “that internal organization use internal customer service audits can identify their customers, determine their needs, measure how well they are doing and make improvements” (p. 285). In a word, measuring internal service quality would enable organizations to efficiently design the service delivery process (Kang et al., 2002).

2) Provide supportive technology and equipment

For delivery of service to be successful, companies need to invest adequate funding for the employees to have the needed tools including effective technology and technological support and equipment (i.e. phone, fax, computer, etc.). According to Grönroos (2000, p.343), we can know that it is possible for the contact employees to
deliver good quality service when the support peoples and systems provide the effective customer information databases, effective internal support and other service required for handling situation. On the contrary, employees can be easily frustrated in their desire to deliver quality service without the needed technology and equipment (Wilson et al., 2008).

3) Develop service-oriented internal processes

Every section in the companies' internal process is interaction and interdependence with each others. In other words, the poor quality of sub processes will influence the final service quality delivery to customers. In many companies "internal processes are driven by bureaucratic rules, tradition, cost efficiencies or the needs of internal employees" (Wilson et al., 2008, p.287). However, in order to best support front line employees in their service quality delivery and hence meet the customer' needs, companies' internal procedures should be based on the premise of customer value and customer satisfaction (Wilson et al., 2008).

3.5.4 Retain the best people

Retaining the best people is an essential part of human resource management. Only hiring the suitable people for the company is not enough. One key to success for HRM is to attracts, develop, and keeps the best people. Companies that hire the right people, trains and develops them to deliver service quality, and provides the needed support must also work to retain the people (Wilson et al., 2008, p.287).

- Include employees in the company's vision

Including employees in the company's vision benefits both the company it serves and the employees themselves (Gröñoos, 2000). To remain the effort and motivation of employees in sticking with the organization's objects, they need to share an understanding of the organization's vision (Wilson et al., 2008, p. 287). To some extent, employees will be motivated by their pay, reward and other benefits, but the best employees will focus on whether they are committed to the company's vision and its goals (Wilson et al., 2008). Wilson et al. (2008) have indicated that employees cannot be committed to the company's vision and will attract away to other opportunities when the vision is kept secret from them. In contrast, employees are more likely to remain in the company when the vision and direction are clear and motivating.
• **Treat employees as customers**

Wilson et al. (2008) suggest that the company can attract and retain the best employees if the company takes care of their employees. They suppose that employees who feel they are treated fairly by their companies will treat their customer better, ultimately achieving greater customer satisfaction. In other words, satisfied employees make for satisfied customers (Wilson et al., 2008). Wilson et al. (2008) also suppose that companies can assess the employee satisfaction and needs through using conduct periodic internal marketing research. At the same time, companies should treat their employees as internal customer and meet their needs hence enhancing the employees’ loyalty.

• **Measure and reward strong service performers**

Milcovich, Newman and Milcovich (2001) take a broad perspective of reward system, arguing that:

"In addition to treating pay as an expense, a manager also uses it to influence employee behaviours and improve organization performance. The way people are paid affects the quality of their work; their attitude towards customers; their willingness to be flexible or learn new skills or suggest innovations; and even their interest in union or legal action against their employer. This potential to influence employees' behaviours, and subsequently the productivity and effectiveness of the organization, is another reason it is important to be clear about the meaning of compensation." (p.5)

Reward does not simply compensate employees for their effort but also influence the recruitment and retention of strongest service performers (Alan Price, 2004). Therefore, it is necessary for companies to reward and promote their employees if they want the talented employees to stay with their companies (Wilson et al., 2008).

The reward system need to be aligned to motivate employee performance that is consistent with the firm's strategy, attract and retain people with the knowledge, skills and abilities required to realize the firm's strategic goals, and create a supportive culture and structure (Galbraith, 1973; Kilmann, 1989; Nadler and Tushman, 1988). More and more companies have turned to a variety of rewards because they recognize the development of new reward systems and structures should focus on customer satisfaction (Wilson et al., 2008). According to Wilson et al. (2008), we know that the traditional type of rewards such as higher pay, promotions and one-off monetary awards or prizes can be linked to service performance. And other types include special organizational and team celebrations for enhancing customer satisfaction or for attaining customer retention goals.
3.6 The Integrative Framework of Theory

![Figure 3.3 The developed theory model](image)

From the theoretical framework discussed above, we put forward a developed theory model shown in Figure 3.3. In this model, we focus on service culture, employee satisfaction and employee retention. The developed theory model suggests that there are critical linkages among service quality/communication; internal service quality; employee satisfaction; employee productivity/retention; the human resource strategies provided to the employee; and, ultimately, service quality delivery. The developed theory model shows that integrating the service culture into internal marketing, especially managing internal marketing communication, is essential for an organization to develop the internal service quality. The organization who offers superior internal service quality to their employees and who treat their employees as customers, can achieve higher employees’ satisfaction. Enhancing employees satisfaction can retain good employees and improve employees’ productivity through taking full use of human resource strategies. Ultimately, organization can achieve the customer-oriented service delivery through their employees. At the same time, human resource strategies in organizations that aimed at satisfying and enabling employees to deliver service promises also can move toward service quality delivery.

In this paper, we use this developed theory model to analysis the empirical finding and special concentrate on the use of HR strategies of employee satisfaction, productivity and retention in the hotels.
4 Empirical Study

The main focus of this empirical part of the study is to present the information gathered from the Haibin Hotel manager and the questionnaire answered by the employees.

4.1 Introduction of the Hotels

This part is the introduction of Haibin Hotel and Westin Hotel.

4.1.1 Haibin Hotel

Haibin Hotel is one of Southeast Asia's largest garden-type hotels, which is also the biggest hotel in the west of Guangdong, P.R. China. It is located in Zhanjiang City and covers an area of 23,000 square meters with three sides facing the sea. What is special with this hotel is how it is dotted with many kinds of subtropical fruit trees, rare trees and flowers. The Spanish-style grease villas, houses and the China style garden buildings are presented as harmonious mixed. The hotel is also presented as the traveler's paradise that offers the customers no urban noise and no polluted air.

Haibin Hotel is 2 km away from the downtown of Zhanjiang City and has 351 rooms, 46 villas and one president house with various facilities depending on room types. Each room is equipped with international satellite TV, free broadband internet access, IDD/DDD, writing desks, separate hanging closet, and in room safe solutions. In some rooms, they have also equipped with mini bar and ironing board. There are Western and Chinese restaurants offers that are typical for Chinese cuisine and delicious Western food which can cater for 1800 persons in the hotel. The international conference hall of the hotel has 800 seats and sets up with a sophisticated audiovisual design, including the system of simultaneous interpretation in different languages. There are also three different sizes of meeting room features service in the hotel.

4.1.2 Westin Hotel

Westin Hotel is located in Shanghai’s historic and magnificent Bund waterfront which is one of the world’s most exciting cities and the hotel belongs to Starwood Hotels & Resorts Worldwide, Inc. The hotel has two accommodation towers with a total of 570 elegantly appointed guest rooms, and suites boast inspirational art-deco interior and exciting skyline views over the Huangpu River. It is also equipped with 1410 square
meter meeting space and state-of-the-art banquet and audio-video facilities in the hotel. The hotel affords guests, according to its home page, easy access to wonderful facilities and services including a 20-metre indoor heated swimming pool, In-Room Spa Service, Westin WORKOUT® Gym, Banyan Tree Spa, etc. Westin Hotel is recognized as one of the world’s finest hotels and one of the top hotels in Asia for location, facilities and services.

The 570 elegantly decorated guest room and suites are a spacious 32 to 232 square meters. One of the accommodation towers is called Grad Tower with 269 rooms and suites, and the other one is called Crown Towers with 301 rooms and suites. They both have facilities including signature Heavenly Bed®, voice mail, DVD player, wireless Internet access, IDD/DDD, facsimile machine, Iron/ironing board, and separate Bath and Shower Stall in the rooms and suites.

4.2 Corporate Culture

In this part, we describe the corporate culture in Haibin Hotel and Westin Hotel.

4.2.1 Haibin Hotel

There are five hotel’s purposes that are shared within Haibin Hotel according to the interview with the hotel manager. The purposes of Haibin Hotel are to adhere to the "guests first and service first", to provide a first-class service, to create a first-class staff, and to build first-class excellent management team. The ultimate purpose of the hotel is to maximize customer satisfaction.

Those five purposes inherent in the corporate culture are used to guide the employees doing their jobs and enable the employees to delivery excellent service in the hotel. The staff expects that the hotel guest should get a satisfactory service first and this ambition is aimed to build satisfaction for the customers by serving them whole-heartedly.

4.2.2 Westin Hotel

As one of the brand of the Starwood hotels, Westin Hotel established similar corporate culture as at Starwood hotel. The framework to deliver services on the brand promise given to employees by the hotel through guest service training, providing an experience to make every guests feel better “just like at home” which are expected to turn the guests into loyal-customers group. Comprehensive training occasions provide a clear understanding of the skills and behavior necessary to give
the warming services to the guest, while manager training concentrate upon leading and building a branded guest service culture. The aim of Westin Hotel service is “A collection of forward – thinking services and amenities designed to restore harmony and inspire you to be your best” (Website of Westin Hotel) that offers renewing services to inspire guests to be at their best.

The values of the hotel are, taking actions by extra step that can build lasting loyalty and connections in the employees and customers; play as a team through working globally and across all teams in the hotels; using good judgment, respecting the owners, associates, communities, partners and the environment to do the right thing, the Westin Hotel manager said.

4.3 Employee Productivity and Quality in Hotel

Chinese hotels are aimed to achieve the excellent service delivery and take some strategies to increase employees’ productivity and quality is which they serve through hiring the best people, developing people to deliver service quality as well as providing the needed support systems. Said by the Westin manager Chi Qi.

4.3.1 Haibin Hotel

In this part, we introduce the strategies of hiring the right people and developing people to deliver service quality in Haibin Hotel.

- Hire the right people

On occasions of recruitment Haibin Hotel hire the people that come from the schools and society. They post the job information and requirements in newspapers and on The Internet. Commonly, job introduction is provided at universities and colleges each year in order to hire the suitable graduates who have necessary knowledge and relevant professional qualifications that match the job requirements. During the recruiting process, the human resource department in Haibin Hotel screens the resumes and application forms from large numbers of applications. After pre-selection, they select and assess the surviving applications through psychometric tests and personal interviews. In addition, they also require the applications who want to work in the hotel that they should have personality characteristics such as courtesy, thoughtfulness, flexibility and sociability.
● Develop people to deliver service quality

Before the new employees put themselves into the real work in Haibin Hotel, they must receive on-job related training, such as getting technical and interactive skills training. The training program of the hotel also focuses on making their employees to know more about their hotel's mission, valued and strategies. The on-job employees are often taught service skills through on-the-job training. Manager Qiuling Liu (2010) told us that the experienced employees mentor the new employees and teach them how to deal with the problems in real work situations.

According to manager Haibo Li (2010), the hotel provides the opportunity for their employees to get external studies to enable opportunities to learn from other hotels. In the spare time, they hold activities and games to increase internal cooperation and promote team works.

● Provide the needed support systems

The manager Qiuling Liu (2010) mentions that they provide the needed technology and equipment to support their employees' works, such as interphone, computers, phone system, safety system and so on. She sees this as a good way for employees to service their customers more effectively and promptly. For example, the front line employee can contact the food and beverage department to order the food for customer in short time through using interphone. They can also use the interphone for following-up services. They also provide a safety system directed to the employees to reduce accident at work.

The managers both believe that the working environment is important for employees to deliver good quality service. Because they think a good work environment can motivate the work enthusiasm of employees. Therefore, they emphasize the comfortable environment provided in the hotel. They have been working to improve the working environment for employees, such as canteen and accommodation environment.

4.3.2 Westin Hotel

In this part, we introduce the strategies of hiring the right people and developing people to deliver service quality in Westin Hotel.

● Hire the right people

The employees in Westin Hotel mostly come from college and university. The hotel tends to hire the people who have high degrees or relevant professional qualifications.
They set up a recruitment team that is responsible for the selection of applications. The recruitment team at the human resource department in Westin Hotel looks through all the application materials and selects the suitable applications primary. After pre-selection, they call the surviving applications for personal interviews. During the personal interview, the recruitment team measure and evaluate the comprehensive quality of applications, including their behaviors, interpersonal skills, communication skills, psychology and so on. Manager Chi Qi (2010) said that they think that professional skills of employees are less important, than attitude and passion of their jobs which are very important. Therefore, they pay higher salaries and provide better welfare to attract the right people who have positive attitude and great passion of service work.

**Develop people to deliver service quality**

In Westin Hotel, they provide a lot of training programs before their staff continues on the carrier stage. Such as beverage and cuisine training, service training and so on, are commonly offered. From the manager Chi Qi (2010), we learn that they train the professional skills of service employees to improve the service attitude in the training programs. Attitude training in Westin Hotel is an essential part included in the new employees’ training. In addition, they provide suitable ongoing training courses for on-job employees who come from different departments. After work, the manager communicates with their employees about the problems they faced and gives them suggestions for working. Manager Chi Qi (2010) also told us that they hold regular meetings every week for the customer contact employees that work to increase their productivity through studying the real case of hotel.

Managers in the Westin Hotel focus on each frontline staff’s performance. When the employees meet problems during the service delivery, they welcome their employees in having their own opinion and allow them to make the decision and handle the problem by themselves. But if employees cannot control the problems, managers will work together with the employees and help them to solve the problems. During this process, managers and employees can learn from each other and improve the ability of employees to solving the problem on their own in real work situations. Manager Chi Qi also said that they have outing sometimes, as they think that it is the opportunity to understand each other and build up the team spirit.

**Provide the needed support systems**

According to manager Chi Qi (2010), the hotel provides technical support and equipment to employees, such as computers, fax, phone system, customer information databases, room status system and so on. They think that it is necessary to provide this supportive technology and equipment for employee to deliver service productivity and quality. Ultimately, by offering them this it becomes more possible to achieve the
customer satisfaction. For example, from the room status system, the employees can know which rooms are available at the first time and serve their customer immediately through this system. It not only saves time for the staff but also reduces the waiting time for the customers. The effective customer information databases are also of great benefit for contacting employees and hence, to deliver good quality service.

Manager Chi Qi (2010) mentioned that they much care about their staff. Therefore, they provide a comfortable working place which employees can enjoy their work in it. And considering the long time working of employees, they provide the staff lounge for employee to take a rest in case they get tired.

4.4 Employee Retention in Hotel

4.4.1 Haibin Hotel

Haibin Hotel measures and assesses their employee’s performance each year through ISO standard. The reward system in the hotel is to hook the employees' performance with the bonus system more closely. If employee awards the advanced individual in the hotel, he/she is rewarded 500 yuan. They are rewarded 3000 yuan if the team or group awards to become the advanced team. When it comes to the promotion, the opportunity of promotion is comparative less than others. But if the employee works in the hotel more than two years and has excellent performance of his or her job, he/she receive the opportunity to get a higher position.

4.4.2 Westin Hotel

Westin Hotel believes that to care about their staff then care about the guests, is a way to put their staff as the priority and treat their employees as customers. The managers in the hotel try to understand what the employees’ feelings are and try to know what they really need. For example, when the staff complains about the over-time working, they will release their staff time-off as possible as they can; when the staff is not willing to be cooperative they will talk to them and find out the best solution together.

The hotels set a target, such as the target of promotion drinks, and the numbers of the guests' comments they get. They measure their employees whether they meet the target every month. The assessment of employees' performance also considers the evaluation forms from the guest. They award the good colleague as the monthly star who performed better than others. The employees who are in the hotel know that if they do a good job they could get prizes, such as travel ticket, bonuses and other great
attractive awards. Therefore, it is one of the ways to encourage and motivate the staff to perform better.

4.5 Employee Satisfaction

We have surveyed employees at Haibin Hotel and Westin Hotel with the total number of respondent for this survey was 20.

4.5.1 Haibin Hotel

The hotel wants through the employees’ to offer excellent service to achieve the goal to be a five-star leisure garden hotel in the future. The hotel leader thinks that they will adjust their style of leadership to face different situations that could arise between managers and employees relationship. When frontline employees meet some problems, they experience that they have the right to make decisions and handle the problems faced. The leader encourages and helps them to solve the problem when they cannot handle the problems by themselves.

The hotel improves the working environment through improved staff restaurant, accommodation and entertainment, etc. Because the hotel wants to create a good working atmosphere the management lets the employees feel that they are an integral part of the hotel. Also through the corporate culture and innovative business ideas that involves the employees in the changes every employee have the ability to try to accept and learn new thing in the hotel. There are some complaints such as workload, working hours treatments that the manager said. But the hotel offer work condition that are more sympathetic to the employees and report their demands to the director as much as possible.

The hotel has regular meetings. The regular democratic-life meetings allow the employees to air their views in order to improve communication between managers and employees. On the regular weekly meeting, the managers inform the existence of problems and the important events coming up the following next week, and also collect the suggestions coming from the employees.

4.5.2 Westin Hotel

Westin Hotel thinks that the labor relations has been maintained in a normal and satisfactory manner and then the management of the hotel believes the employee relations would be satisfactory. In Westin Hotel, the employees always complain the over-time working because they always worked 12 hours every day. The employees
gave vent to their frustrations and dissatisfaction, so the managers always talked with them and found the best solution to solve the complaint of the employees.

The hotel has monthly stars that can encourage and motivate the staff to perform better. It has a perfect reward system to prize the employee who has excellent performance. The hotel also has an integrated management appraisal system to make comments of the employees and get improvement, then the hotel has monthly meeting to review the problem exist in the hotel and get the feedback from the employees.

4.6 Employee Perception of Service Delivery

Question 15 (see Figure 4.1 & Figure 4.2) dealt with the empowerment that the employees hold against Haibin Hotel and Westin Hotel. The statement proposed was "I am free to make a decision and use my own judgment in getting the job done."

The respondents of the Haibin Hotel have given quite different answers as shown by Figure 1. About 50 percent of the employees somewhat agreed that they are free to make the decision, only 40 percent agreed and 10 percent disagreed to the statement.

![Haibin Hotel](image)

**Figure 4.1** Result of question 15 “I am free to make a decision and use my own judgment in getting the job done.” (Haibin Hotel)

The Figure 4.2 shows the answers from the respondents of Westin Hotel and given about 70 percent of employees agreed that they are free to make the decision, only 25 percent somewhat agreed and 5 percent disagreed to the statement.
**Figure 4.2** Result of question 15 “I am free to make a decision and use my own judgment in getting the job done.” (Westin Hotel)

Question 11 (see Figure 4.3 & Figure 4.4) addressed the communication between the employees and managers in these two hotels. The statement was “Our hotel gives employees the opportunity to provide feedback to management.”

The Figure 4.3 shows that the hotel gives employees the opportunity to provide feedback to management, 70 percent **agreed** to the statement, and other 30 percent **somewhat agreed** in the Haibin Hotel.

**Figure 4.3** Result of question 11 “Our hotel gives employees the opportunity to provide feedback to management.” (Haibin Hotel)
Figure 4.4 shows that the hotel gives employees the opportunity to provide feedback to management that account for 60 percent agreed and 30 percent strongly agreed it, only 10 percent of them somewhat agreed in Westin Hotel.

**Figure 4.4 Result of question 11 “Our hotel gives employees the opportunity to provide feedback to management.” (Westin Hotel)**

Question 12 (see Figure 4.5 & Figure 4.6) “Our hotel communicates regularly with our employees.” The Figure 5 is illustrated that there was 60 percent employees agreed the hotel have regular communication with them, in addition 40 percent somewhat agreed to have done in Haibin Hotel.

**Figure 4.5 Result of question 12 “Our hotel communicates regularly with our employees.” (Haibin Hotel)**
Figure 6 shown that there was 80 percent employees *strongly agreed* the hotel have regular communication with them, in addition 20 percent *agreed* to do the question.

![Westin Hotel Chart](image)

**Figure 4.6** Result of question 12 “Our hotel communicates regularly with our employees.” (Westin Hotel)

In the questionnaire of employees, the question “Our hotel offers me the necessary training to do my job well.” shows that about only 50 percent of respondents *agreed* that Haihin Hotel has done, Westin Hotel occupied 90 percent *agreed* it. In the question “Our hotel offers real opportunities to improve my skills”, all employees *agreed* that Haibin Hotel and Westin Hotel offers real opportunities to improve their skills. The answers of question “I feel I can get support to work in teams from my department and other department within the hotel.” indicate that not all of the employees feel they can get support from their department and other department, only 50 percent *agreed* to the statement in Haibin Hotel. Westin Hotel is also only 60 percent *agreed* it. The question “Our hotel provides supportive technologies and equipments to me to deliver high standard service.” illustrates that 40 percent of the employees *agreed* and 60 percent of the employee *somewhat agreed* this situation in Haibin Hotel, and 50 percent *agreed* and 50 percent somewhat agreed this condition in Westin Hotel.
5 Analysis and discussion

In this part we combine theory with empirical study to analysis and discuss the service culture, employee productivity and quality, employee retention and employee satisfaction in Haibin Hotel and Westin Hotel.

5.1 The Impact of Service Culture in Haibin Hotel and Westin Hotel

According to Putnam & Conrad (1999) it is important that companies rely on their service culture to influence employees' thoughts, feelings, and behavior. From the findings we have seen that employees always take important part in the hotel to perform the service successfully, so if the hotels have a service culture a situation can guide the employees to perform excellent services to the customer. Both of Haibin Hotel and Westin Hotel have their service purposes that provide a first-class service to every customer. The Westin Hotel not only focuses on how to deliver excellent service, but also how to build lasting loyalty and connections in the relationship to employees and customers through the employees’ service delivery.

Westin Hotel trains front-line employees for their service interactions that give the warming services to the customers then leading and building a branded guest service culture. But Haibin Hotel only focuses on the how to get the employees deliver excellent and then neglect to build a branded guest culture.

5.2 Employee Productivity and Quality in Haibin Hotel and Westin Hotel

Westin Hotel

It is necessary to adapt to certain strategies to maintain and improve employees' performance through helping them in making productivity and quality trade-off (Jagdip Sing, 2000). Below we illustrate how the hotels adopt a series of strategies to increase employees' productivity and quality. We could see that they serve these strategies through hiring the best people, developing people to deliver service quality as well as providing the needed support systems in both Haibin Hotel and Westin Hotel.
5.2.1 Hire the right people

To recruit the best man for the job is a strategy mentioned by Wilson et al. (2008). They argue that companies should pay more attention to hiring the suitable people to deliver effective and efficient service (Wilson et al., 2008, P.281). Both Haibin Hotel and Westin Hotel have comparatively developed recruitment systems and they focus on recruiting the suitable service employees in their hotel. Because they realize that whether they hire the right staff will directly determine the service quality they provide. Additionally, they also require the applications who would like to work in their hotels that they should have personality characteristics such as courtesy, thoughtfulness, flexibility and sociability.

Zeithaml et al. (2008) mention that companies require their service employees to have two complementary capacities: service competencies and service inclination. In occasion of recruitments Haibin Hotel hire the people that come from schools and society. However, the employees in Westin Hotel mostly come from the college and university. They tend to hire the people who have high degrees or relevant professional qualifications. Because of these employees can determine whether they can perform well on their job. And Westin Hotel highlights the comprehensive quality and the attitude of applications. They believe that professional skills of employees are less important than attitude and passion of their job (Chi Qi, 2010). Competing with other hotels, Westin Hotel pay higher salary and provide better welfare to pursue the best people who have positive attitude and great passion of service work. These strategies to compete for the best man in line with the recommendation of Leonard Berry and A. Parasuraman (1991) that claims that in order to pursuing the best employees, firms act as marketers and use their marketing expertise in competing with other organizations.

5.2.2 Develop people to deliver service quality

Ongoing training programs in technical skills and interactive skills should be provided for service employees is a strategy mentioned by Wilson et al. (2008). At both Haibin Hotel and Westin Hotel, managers provide training programs for their employees. Such as service training, technical and interactive skills training and so on, are commonly offered. In their mind, training programs are necessary in a successful hotel (Quiling Liu & Chi Qi, 2010). They offer formal education to new employees before putting themselves into the real work and provide on-the-job training to on-job employees. In the spare time, both of two hotels hold activities and games outside to understand each other hence increase internal cooperation, promote team works and build up the team spirit.
In Haibin Hotel, the experienced employees mentor the new employees and teach them how to deal with the problems in real work situations. What is more, they provide the opportunity for their employees to get external studies to enabling opportunities to learn from other hotels.

Grönroos (2000) mentions that employees can achieved knowledge and attitude requirement for good service delivery through training (p.366). He writes that knowledge-oriented training and attitude training are closely connected in training programs (p.367). Westin Hotel still emphasizes the attitude training included in their training programs that different from Haibin Hotel's. They believe that it is possible deliver quality service to make customer satisfaction through positive attitude of employees (Chi Qi, 2010). After work, managers enjoy communicating with employees and give the suggestions for their service work and studying the real case of hotel together to increase productivity and quality. Managers in Westin Hotel pay attention to each customer contact employees' performance (Ibid). They welcome their employee in airing their views and allow them to make the decision and handle the problem by themselves. Additionally, they can help their employees to improve the ability of employees to solving the problem on their own through working together with employees and help them solve the problems that they cannot control. These strategies to empower employee is in line with the recommendation of Wilson et al. (2008) that claim that empowerment of successful companies in empowerment are not only give their employees have the authority to make decision, but also provide the training, guidelines for them to make such decisions.

5.2.3 Provide the needed support systems

Employees can feel frustrated without the necessary technology and equipment (Wilson et al., 2008). Therefore, necessary tools including effective technology and technological support and equipment provided in both hotels, such as interphone, computers, phone system, customer information databases, room status system and so on. It is important to provide these supportive technology and equipments for employee to deliver service effectiveness and efficiency. Ultimately, by offering them this it becomes more possible to achieve the customer satisfaction.

Wilson et al. (2008) put forward that the environment of service delivery can influence emotion and service quality of employees serve toward to their customers. Both hotels also focus on developing the comfortable physical working environment. Because they think that good work environment can motivate the work enthusiasm of employees (Quiling Liu & Haibo Li, 2010).
5.3 Employee Retention in Haibin Hotel and Westin Hotel

Alan Price (2004) suggests that rewards do not simply compensate employees for their effort but also influence the recruitment and retention of strongest service performers. Therefore, it is very effective to retain the best staff through rewarding them when they have a good performance. Consequently, both hotels are committed to improve their reward system continuously. Different hotels have different reward systems. The reward system in the Haibin Hotel is to hook the employees' performance with the bonus system more closely (Qiuling Liu, 2010). They use the traditional reward's type to influence employees' positive behaviours and motivate the employees' good performance. There are many types of reward in the Westin Hotel, such as travel ticket, bonuses and other special team celebrations (Chi Qi, 2010).

Comparing with Haibin Hotel, Westin Hotel shows more care about their employees, they put their staff as the priority and treat their employees as customers. Westin Hotel tried to understand what the employees’ feelings are and try to know what they really are needing. When employees have complains about the hotel, they will find out the best solution with the employees as soon as possible. These strategies to retain the best man are in line with the recommendation of Wilson et al. (2008) suggest that the company can attract and retain the best employees if the company takes care of their employees.

5.4 Employee Satisfaction in Haibin Hotel and Westin Hotel

The environment of service delivery can have an impact on employee behaviours and emotions (Wilson et al., 2008). In this case both Haibin Hotel and Westin Hotel improve the working environment to create a good working atmosphere let the employees feel they are an integral part of the hotel and have a reward system to prize the employee who has excellent performance. There are also some complaints from the employees, the most common being the workload and working hours.

Hellriegel et al. (2005) mentioned that good managers choose the right communication channel, or combination of channel, to accomplish their intended purpose in a given situation. In the Haibin Hotel, the leader always adjusted their style of leadership to face different situation so that it can arise the relationship between managers and employees. The leader encourages and helps the employees to solve the problems they could not handle by themselves. It means that the hotel leaders pay more attention to communicating with the employees and then getting the employees satisfy their job.

Whatever view is taken, employees are, as Christensen and Askegaard (2001) state, the most central audience for organizational communication. In Westin Hotel, the
The main thing of empowerment is that the employees know their responsibilities, said Grönroos (2000), and Wilson et al. (2008). This implies that employees are given authority to make decisions on the customer’s behalf. From our findings we have noticed that the employees agreed that they are free to make decisions and use their own judgment in getting their job done in Westin Hotel more than in Haibin Hotel. And the employees in Haibin Hotel had higher 5 percent than Westin Hotel disagreed of this situation. Because of the employees in the Westin Hotel have many training courses to improve the employees’ skills instead the Westin Hotel gave the right to the employee to make their own decisions.

Allowing employees to air their views to let them get rid of their dissatisfaction and frustration is important according to Wilson et al. (2008). From the findings we can see that the employees in Haibin Hotel and Westin Hotel all think that the hotels give them the opportunity to provide feedback to the management. It means that both hotels care about the employees thinking and want to get the customers’ feedback through the employees. When got the feedback from the employees about the hotel management and the customer, the hotels wanted to improve themselves through getting the opportunities to analyze the feedback of employees.

Hellriegel et al. (2005) mentioned that the art of giving feedback is an indispensable skill, particularly for managers who must regularly give feedback to employees. Almost 80 percent of employees in Westin Hotel strongly agreed that the hotel communicates regularly with them, and 20 percent agreed it. But the situation is different from Haibin Hotel, in which 60 percent of the employees agreed to this, and 40 percent of them somewhat agreed it. It shows that the Westin Hotel pays more attention on the communication with the employee than Haibin Hotel.

Wilson et al. (2008) also mention that in order to train technical skills and to improve the needed knowledge on the job of the employees, companies can take full use of information technology to achieve this purpose. The training is more important in Westin Hotel than in the Haibin Hotel, because the Westin Hotel have a professional training system for the employees when they enter the hotel as the hotel employees. Both of these hotel offer real opportunities to improve their employees’ skills through different ways. In order to perform excellent service, the employees always got supports form their department and other department in these both hotels. In Westin Hotel, the employees agreed that the hotel provides supportive technologies and
equipment to the employees to deliver high standard service 10 percent higher than in Haibin Hotel.

To sum up the analysis in Haibin Hotel and Westin Hotel, we can see that the hotels:

- On the **Service Culture strategy**, both hotels encourage the employee to provide excellent service. But there are differences between the hotels. Westin Hotel has built a branded guest service culture, while Haibin Hotel neglected to built it up.

- On the **hire of the right people strategy**, Westin Hotel always hires high education employees from college or university with relevant professional qualifications to gain high salary. The employees in Haibin Hotel mostly come from schools or society. Only a few have high education.

- On the **develop people to deliver service quality strategy**, both of two hotels have their own training programs. Westin Hotel emphasis the attitude training included in their training programs that different from Haibin Hotel. Haibin hotel only emphasis knowledge – oriented training. Westin Hotel also established an effective communication mechanism between managers and employees.

- To **provide the needed support systems strategy**, both of two hotels provide the needed technology and equipment and develop comfortable physical working environment for the employees.

- According to the **employee retention strategy**, Haibin Hotel and Westin Hotel both develop an incentive system to motivate the employees’ excellent performance.

- Finally, according to the **employee satisfaction strategy**, both of Haibin Hotel and Westin Hotel work to develop the relationship between managers and employees.
6 Conclusion and Suggestions

Based on the above analysis and discussion, we summarize the findings and answer the research questions. We also discuss the contribution of the study as well as our own suggestions are put forward.

6.1 Conclusions of the Research Question

Wilson et al. (2008) mention that employees, especially customer contact employees represent the company to customers. What every individuals do or say can influence perceptions of the firm and service delivery (p.272). Therefore, the hotels should offer superior internal service quality to their employees and treat them as customers in order to enhancing the employees’ satisfaction. Because the employees’ satisfaction benefits to retain the best man and improve their productivity and quality to hence deliver good service.

Consequently, Haibin Hotel and Westin Hotel both recognize the importance of the employees in service delivery and to improve service delivery through using a series of human resource strategies to enhance the employee satisfaction, productivity, quality and retention. Especially in the Westin Hotel, the corporation cultures of this hotel highlight the importance of employee and put them as the priority. They believe that satisfied employees will perform better and treat their customer better, resulting in great customer satisfaction. Therefore, they not only integrate service culture into internal marketing to develop the internal service quality, they also commit themselves to increase employee satisfaction and training employees to become more productive to improve quality that will influence their hotel service delivery.

At the same time, human resource strategies in the hotels that are aimed at satisfying and enabling employees to deliver service promises also can move toward service quality delivery. The theory of strategies for managing emotional labour and the theoretical framework provided by Wilson et al. (2008) illustrate that the human resource strategies of Haibin Hotel and Westin Hotel. We believe that this framework could be applicable to other hotels, but these needs are used further research.

In order to deliver service quality effectively, the human resource strategies should focus on hiring the right people firstly. Westin Hotel pays more attention to the direct influence of the service quality delivery through hiring the right staff than Haibin. Thereby, they have their own recruitment system to hire the suitable man in their hotels. What's more, they hire the right person not only requiring the professional skills but also judging from personality characteristic. After recruitment, the hotels will provide training programs to employees. They offer formal education to new
employees before putting themselves into the real work and provide on-the-job training to on-job employees. We believe that hotels can make sure that how the employees' perform should fit their company’s mission, values and strategies hence deliver service quality through employee strategies.

During the working process, hotels welcome their employees to express their own opinion and allow them to make the decision and handle the problem by themselves. Effective communication is also an important part to enhance employee productivity and quality in achieving promise to their customers promptly. After work, managers communicate with their employees about the problems they face and give them suggestions for how working can promote teamwork and build up a long relationship with each others. Both hotels invest adequate funding in needed tools including effective technology and equipment to support employee to perform well in servicing. Reward system as the essential part of human resource strategies in hotels do not simply compensate employees for their efforts but also influence the recruitment and retention of strongest service performers. They use the variable of rewards to influence employees' positive behaviours and motivate the employees' good performance.

As already mentioned, Haibin Hotel and Westin Hotel have adopted similar strategies but still exist differences in some aspects.

Firstly, on the service culture strategy, Westin Hotel built a branded guest service culture, while Haibin Hotel neglect to built it. Westin Hotel deeper recognizes the importance of employee in delivering quality service and put their staff as the priority and treat their employees as customers. Furthermore, on the hire the right people strategy, Westin Hotel put a lot of money to engage people who have high degrees or relevant professional qualifications. They offer higher salaries and better welfare to attract the best people. The employees in Haibin Hotel mostly come from schools or society; only a few have high education. Last but not the least, on the develop people to deliver service quality strategy, the training programs of Westin Hotel highlight attitude training for the service employees. While, Haibin Hotel only focus on technical training.

6.2 Own Reflection

As mentioned above, from the study we can see that both hotels put a lot of efforts and try to do their best to improve their human resource strategies for the sake of delivering good service to customer. However, Haibin Hotel still needs to learn from Westin Hotel in some aspects. Comparing with Westin Hotel, Haibin Hotel should deeper recognize that the importance of employee in delivering quality service. They should put their staff as the priority to be the preferred hotel and treat their employees as customers. They also need to invest adequate funding in attracting and keeping the
best people through higher salary paid and better welfare provided. The ongoing development of the training programs, especially attitude training, and reward systems also an essential part of human resource strategies in the hotel. By adopting these strategies, Haibin Hotel can make it possible to raise the level of service hence meet the standard of Five-Star Hotel.

When it comes to employee productivity and quality in hotels, we would like to suggest both hotels to use the job rotation strategy to increase employees' effectivity and efficiency. Job rotation is aimed to realize improvement of organizational structure optimization of resource allocation as well as complementation of strength.

On the employees' aspect, job rotation can help employees to release the stress and negative emotion of standardization in the original work. The can be better motivated the enthusiasts which stimulate their intelligence and hence improve efficiency of their job in facing new environment. At the same time, employees can be trained to understand the hotel's whole values and norms in different department. From the managers' perspective, it is easier for hotel managers should to put themselves in the employees' shoes so that they can understand the situations that are being faced by their employees. Put manager on the front of line can help managers make brilliant decisions. On the hotels' aspect, it is benefit for hotels to use the job rotation's strategies. By this way, hotels can find the talent people and put the right people in the right place thereby delivering the good service through superior people. Additionally, job rotation strategy also can enhance internal communication among the departments.

6.3 Further Research

In this paper we have examined whether Haibin Hotel and Westin Hotel really are aware of the importance of the employees in customer service delivery. We also compare how well both hotels do to deliver the good service quality through integrating the service culture and human resource strategies into the hotels. However, excellent service delivery does not rely on the how well the employees perform in servicing and how well they achieve the promise to their customers.

Therefore, we suggest that it is necessary to explore the other aspects - such as customer satisfaction - which also will have important impact on service quality delivery. Through insight into the customers' role in the service delivery system and how they influence the hotel, could provide service that better understand what hotels should do to enhance their service quality and hence, customers' satisfaction.

As a result of the time limitation, we just chose the two hotels as our research object and interviewed the managers through the telephone, which is more likely to miss some useful information. Thereby, we suppose that conduct more than three case
studies that can make the data more rich and effective if the time allowed. Meanwhile, adopting face-to-face interviews to collect the qualitative data would be easier to gain the valuable message hence can look deeper into the research, can make a detailed analysis and find the answer about the research question accurately.

6.4 Contributions

The contribution of this study is to show how importance of people in service quality delivery by complementing a framework which is integrated service culture and human resource strategies. The other hotels in China could draw on the experience of Haibin Hotel and Westin Hotel to improve the service delivery in their hotels.
Reference

Books and Articles:


**Website:**


Appendix 1: Questionnaire for Manager (English)

Department of Business Administration

Xin Ye
Zhiman Liang

Thank you for participating in our survey. Your feedback is important to our paper. This survey is anonymous and your responses will be held in the strictest confidence. We thank you for your thoughtful feedback.

Name:
E-mail:

1. What position do you have within the company?

2. What are your responsibilities in the present position?

3. When did you become employed at the company?

4. Have you been employed to do other tasks?

5. What do you think is the core value of the service culture in your company?

6. Do you think the hotel fulfil these values?

7. Do your hotel has a clear vision of the future?

8. And if so, could you briefly describe the vision to us?

9. What is competitive advantage in service delivery compared to competitors?

10. Do you think the employees have important impact on the hotel service delivery?

11. How do you think the hotel work to make use of these opportunities?

12. How do you hire the right employees? Could you describe the recruitment procedure in brief?

13. What kinds of qualification are necessary?

14. Are there any human resource policies and principles in your hotel?
15. How do you make use of these policies to be more flexible in the real work situations?

16. Do your company have any training programs, especially for customer contact employees? Could you tell us more about which programs you offer?

17. How does the hotel improve the employees’ technical, collaborative and emotional skills at work?

18. Do you need to be flexible in your leadership role to meet the needs of different situations?

19. When frontline employees meet some problems, do they have right to make decision and handle problem?

20. Do you encourage and help the service staff solving problem when the frontline employees can't handle the problems?

21. Do you have any complaints from the employees?

22. What kind of complaints is the most common among the employees?

23. How do you deal with them?

24. Do the employees give ventings for their frustrations or dissatisfaction and how?

25. Which channels does your hotel use to improve communication between managers and employees? (Such as meeting, problem discussion...)

26. How do you evaluate the employee’s contribution to operational goals, working achievement, activity in business planning process?

27. How frequent is evaluations done?

28. How do you reward your employees for good performance?

29. Do your hotel provide technical support and equipments to employees? And if so, what support and equipments?

30. Do you think the workplace environment is important for employees? And if so, what efforts do your hotel offer in improving the working environment?

31. What factors do you think should be more emphasized for developing human resource strategies on hotel’s performance?
Appendix 2: Questionnaire for Managers (Chinese)

感谢您参与我们的调查。您的反馈是重要的信息。这项调查是匿名的，您的回答将在严格保密。我们感谢您的反馈意见。

姓名：
E-mail：

1、你在公司里担任什么样的职位？

2、你承担着怎样的职责？

3、你什么时候就职的？

4、你曾经在这家酒店里担任过其他的职务吗？

5、你觉得你工作的酒店里面服务文化的核心价值是什么？

6、你觉得酒店能够实现这样的价值吗？

7、你的酒店对未来前景有清晰的认识吗？

8、如果有，你能给我们描述一下吗？

9、相对于竞争对手，你们酒店所提供的服务的竞争优势在哪里？

10、你觉得员工会很大地影响酒店服务的提供吗？

11、酒店如何有效利用员工的这些资源？

12、你们是如何聘用合适的员工的？能给我们简单描述一下招募过程吗？

13、员工需要一些什么需要什么素质？

14、酒店里有一些人力资源规定和相关政策吗？

15、在现实工作中，你怎样充分地灵活利用这些相关政策？

16、你的公司里面有一些培训项目特别是关于对与顾客接触员工的培训，你能给我们讲讲提供哪些培训项目吗？
17、酒店是如何提高员工工作中的技能、合作能力以及情绪管理能力？

18、你会灵活地调整你的领导方式去适应不同情况的需要吗？

19、当前线员工遇到一些问题的时候，他们有权利去做出决定以解决问题吗？

20、你会鼓励和帮助员工解决他们解决不了的问题吗？

21、员工对你有抱怨吗？

22、员工一般都是抱怨一些什么样的事情？

23、你怎么去处理这些抱怨？

24、员工会表达他们遇到的困难和不满吗？

25、你们酒店一般是通过什么样的渠道去促进员工和经理之间的沟通？（例如会议或者问题讨论）

26、你如何评价员工对运营目标的贡献，工作业绩，业务规划进程中的行为？

27、多久进行一次评估？

28、你是如何奖励员工有好的表现？

29、你们酒店有给予员工技术和设备的支持吗？如果有，提供什么样的技术和设备支持？

30、你觉得工作环境对员工很重要吗？如果是，那么你们酒店是如何改善工作环境的？

31、你觉得酒店在发展人才战略和酒店服务上强调的因素有哪些？ 有哪些需要加强的？
Appendix 3: Questionnaire for Employees (English)

Department of Business Administration

Xin Ye
Zhiman Liang

Thank you for participating in our survey. Your feedback is important to our paper. This survey is anonymous and your responses will be held in the strictest confidence. We thank you for your thoughtful feedback.

1. What position do you have within the company?

2. What are your responsibilities?

3. How long have you had this position?

4. Which year were you employed?

5. Have you had other positions at the hotel? If yes what?

6. How satisfied are you with the hotels service delivery engagements?
   □ Extremely Satisfied
   □ Somewhat Satisfied
   □ Neutral
   □ Somewhat Dissatisfaction
   □ Extremely Dissatisfaction

7. Our hotel's leadership has a clear vision of the future.
   □ Strongly Disagree
   □ Disagree
   □ Somewhat Agree
   □ Agree
   □ Strongly Agree

8. The managers are flexible and adjusts their leadership style to meet the needs of different situations.
   □ Strongly Disagree
   □ Disagree
   □ Somewhat Agree
   □ Agree
   □ Strongly Agree
9. My manager clearly defines my job responsibilities.
   - Strongly Disagree
   - Disagree
   - Somewhat Agree
   - Agree
   - Strongly Agree

10. The hotel uses effective communication to influence me rather than authority.
    - Strongly Disagree
    - Disagree
    - Somewhat Agree
    - Agree
    - Strongly Agree

11. Our hotel gives employees the opportunity to provide feedback to management.
    - Strongly Disagree
    - Disagree
    - Somewhat Agree
    - Agree
    - Strongly Agree

12. Our hotel communicates regularly with its employees.
    - Strongly Disagree
    - Disagree
    - Somewhat Agree
    - Agree
    - Strongly Agree

13. I am aware of the hotels overall strategy.
    - Strongly Disagree
    - Disagree
    - Somewhat Agree
    - Agree
    - Strongly Agree

14. I am encouraged to come up with better ways of deliver service
    - Strongly Disagree
    - Disagree
    - Somewhat Agree
    - Agree
    - Strongly Agree
15. I am free to make a decision and use my own judgment in getting the job done.
   □ Strongly Disagree
   □ Disagree
   □ Somewhat Agree
   □ Agree
   □ Strongly Agree

16. I feel I can get support to work in teams from my department and other department within the hotel.
   □ Strongly Disagree
   □ Disagree
   □ Somewhat Agree
   □ Agree
   □ Strongly Agree

17. I am treated with respect by the boss and colleagues.
   □ Strongly Disagree
   □ Disagree
   □ Somewhat Agree
   □ Agree
   □ Strongly Agree

18. Do you feel satisfied with your overall job environment? (safe and comfortable)
   □ Extremely Satisfied
   □ Somewhat Satisfied
   □ Neutral
   □ Somewhat Dissatisfaction
   □ Extremely Dissatisfaction

19. Our hotel offers me the necessary training to do my job well.
   □ Strongly Disagree
   □ Disagree
   □ Somewhat Agree
   □ Agree
   □ Strongly Agree

20. Our hotel offers real opportunities to improve my skills.
   □ Strongly Disagree
   □ Disagree
   □ Somewhat Agree
   □ Agree
   □ Strongly Agree
21. Our hotel provides supportive technologies and equipments to me to deliver high standard service.
   □Strongly Disagree
   □Disagree
   □Somewhat Agree
   □Agree
   □Strongly Agree

22. Do you have any other comments in human resource strategies in the hotel? What suggestions do you have for the improvement of the hotel?
Appendix 4: Question for Employees (Chinese)

感谢您参与我们的调查。您的反馈是我们的重要信息。这项调查是匿名的，您的回答将在严格保密。我们感谢您的反馈意见。

1. 你在这间酒店里面担任着什么样的职位？

2. 你在酒店的职责是什么？

3. 你在这个职位做了有多久了？

4. 你是什么时候就职的？

5. 你在这间酒店还担任过其他职位吗？如果有的话，请问是什么？

6. 你对酒店所提供服务的承诺满意吗？
   - □ 非常满意
   - □ 满意
   - □ 一般
   - □ 不满意
   - □ 非常不满意

7. 我们领导对酒店的未来的前景有很清晰认识。
   - □ 非常不同意
   - □ 不同意
   - □ 还行
   - □ 同意
   - □ 非常同意

8. 经理能够灵活调整自己的领导风格，以满足不同情况的需要。
   - □ 非常不同意
   - □ 不同意
   - □ 还行
   - □ 同意
   - □ 十分同意

9. 我的经理能够清晰地规划我的工作的职责。
   - □ 非常不同意
   - □ 不同意
10、酒店是通过使用有效的沟通方式而不是通过权力来影响我。
  □ 非常不同意
  □ 不同意
  □ 还行
  □ 同意
  □ 非常同意

11、我们的酒店提供机会给员工反馈相关信息给经理。
  □ 非常不同意
  □ 不同意
  □ 还行
  □ 同意
  □ 不同意

12、我们酒店定期和员工沟通。
  □ 非常不同意
  □ 不同意
  □ 还行
  □ 同意
  □ 非常同意

13、我清楚酒店的总体的战略规划目标。
  □ 非常不同意
  □ 不同意
  □ 还行
  □ 同意
  □ 非常同意

14、我经常被激励提出更好的方法提供最优质的服务。
  □ 非常不同意
  □ 不同意
  □ 还行
  □ 同意
  □ 非常同意

15、我能够自主做决定和根据自己的判断来完成工作。
  □ 非常不同意
  □ 不同意
  □ 还行
  □ 同意
  □ 非常同意
16、在工作上，我觉得我能够得到来自自己部门以及其他部门的支持。
□ 非常不同意
□ 不同意
□ 还行
□ 同意
□ 非常同意

17、我能够得到经理和同事的尊重。
□ 非常不同意
□ 不同意
□ 还行
□ 同意
□ 非常同意

18、你对你整体的工作环境满意吗？（安全和舒适度）
□ 非常满意
□ 不满意
□ 还行
□ 满意
□ 非常满意

19、我们的酒店提供了必要的培训以促使我能够更好的完成自己的工作。
□ 非常不同意
□ 不同意
□ 还行
□ 同意
□ 非常同意

20、我们酒店给我提供了提升能力的机会。
□ 非常不同意
□ 不同意
□ 还行
□ 同意
□ 非常同意

21、我们的酒店给予我技术和设备方面的支持促使我能够提供更高标准的服务。
□ 非常不同意
□ 不同意
□ 还行
□ 同意
□ 非常同意

22、你对酒店在人力资源上的策略有其他的评论吗？以及请您提出对酒店需要改善方面的
一些建议。
### Answers of employee questionnaire from Haibin Hotel

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### Answers of employee questionnaire from Westin Hotel

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