

Role Clarity, Supervisory Support, Peer Support and Work Engagement of Customer-Contact Employees in Hotels: A Future Research Agenda

Choo Ling Suan and Aizzat Mohd. Nasurdin
School of Management, Universiti Sains Malaysia, 11800 Minden Penang, Malaysia

Abstract: In light of competitive pressures, organizations particularly service providers, need to unleash the talents of their employees in order to accomplish peak performance. Recent efforts have highlighted the importance of work engagement that focuses on human strengths and optimal functioning. Despite its potential beneficial outcomes, research on the prevalence and antecedents of research engagement has remained scarce. Therefore, the objective of this study is to develop a model linking role clarity, supervisory support and peer support as predictors of work engagement. A review of the literature to support the proposed model among customer-contact employees within the Malaysian hotel industry is provided.

Key words: Work engagement, role clarity, supervisory support, peer support, customer-contact employees, Malaysia

INTRODUCTION

The service sector has continued to be a key player in promoting the growth of the Malaysian economy. This can be seen from the country's GDP records which showed a marked increase in the contribution made by the service sector from 46.1% in 2005 to approximately 58.3% in 2011 (MOF, 2011). By 2020, the service sector is expected to contribute as much as 70% of the nation's GDP (MICC, 2011). Within the service sector, the tourism industry is particularly significant in terms of providing employment opportunities to the nation's workforce and generating national income. For instance, in 2009, the tourism industry employed about 14% of the total workforce and generated a total of RM36.9 billion to Malaysia's Gross National Income (GNI) (MICC, 2011). The growth of the tourism industry can be attributed to the increasing trend in the number of tourist arrivals to Malaysia. For instance, the number of tourist arrivals to Malaysia soared from 7.4 million in 1990 to 16.4 million in 2005 and 24.6 million in 2010 (Tourism Malaysia, 2011b). It is also envisaged that by 2020, the tourism industry will be able to contribute as much as RM103.6 billion in GNI with arrivals of 36 million tourists (MICC, 2011). Given the significant contribution made by this sector, tourism has been listed as one of the National Key Economic Areas (NKEA) under the 10th Malaysia Plan. During the 5 year period of the 10th Malaysia Plan (2011-2015), the government aims to improve the country's position to be within the top 10 in terms of global tourism receipts and to

increase the sector's contribution by 2.1 times, contributing a total of RM115 billion in receipts and creating approximately 2 million jobs (Economic Planning Unit, 2010). To accomplish this goal, one of the key strategies would be to enhance the quality of tourism products and services.

Within the tourism industry, hotels represent key service providers (Baum and Mudambi, 1999; Hayes and Ninemeier, 2007; MICC, 2011). In Malaysia, the remarkable increase in tourist arrivals over the years has resulted in the rapid development and construction of hotels; thereby, increasing the supply of rooms for accommodation. Specifically, the number of hotels in Malaysia has risen from 2269 units in year 2005 to 2367 in year 2010. Similarly, the number of room supply has increased from 155,256 units in 2005 to 168,497 units in 2010 (Tourism Malaysia, 2011a). One option in which hotels can continue to support the growth of the tourism industry in terms of attracting new customers or retaining existing ones is through the provision of superior service quality. As noted by Bienstock *et al.* (2003), employees particularly those at the frontline who make direct contact with the customers, represent the lifeblood of a service organization. This line of thought is especially true for hotels which are labor-intensive (Baum and Mudambi, 1999; Hayes and Ninemeier, 2007). According to Lee *et al.* (2006), if customers' perceived the level of service provided by service providers exceeded their expectation, they are bound to be satisfied and in turn, lead to retention. On the other hand, when customers' experience

during the service encounter are judged to be unfavorable, they are likely to feel dissatisfied, leading to poor perceptions of service quality (Markovic and Raspor, 2010; Yoo and Park, 2007).

In the context of hotels, some researchers such as: Baum and Mudambi (1999) and Hayes and Ninemeier (2007) asserted that a customer's decision to stay or not to stay in the hotel during their next visit depends on their satisfaction with the quality of service they received. Since, frontline customer-contact employees represent the organization during service delivery, their attitudes and behaviors play a vital role in influencing customers' evaluation of service quality and subsequent satisfaction (Bettencourt and Brown, 2003; Bettencourt *et al.*, 2001; Hartline and Ferrell, 1996; Lee *et al.*, 2006; Schneider and Bowen, 1985; Yang, 2010). One such favorable attitude is work engagement. In fact, it has been widely acknowledged that work engagement among service employees is one of the mechanisms in stimulating beneficial workplace behaviors such as work performance (Chughtai and Buckley, 2009; Bakker *et al.*, 2004; Halbesleben and Wheeler, 2008), organizational citizenship behavior (Chughtai and Buckley, 2009; Babcock-Roberson and Strickland, 2010; Halbesleben *et al.*, 2009) and extra-role service behavior (Moliner *et al.*, 2008; Salanova *et al.*, 2005). Employees, who are engaged in their work are likely to be more energetic, more dedicated and more absorbed in their jobs (Schaufeli and Bakker, 2004). The findings by Salanova *et al.* (2005) provided empirical support for the positive relationship between work engagement and service delivery quality which in turn, lead to greater customer loyalty. Likewise, Xanthopoulou *et al.* (2009) found that when employees' attention are focused on their jobs, they are likely to perform well in their service encounter which, in turn, result in higher customer satisfaction. For hotels, such favorable responses by customers are likely to generate better profit margin.

In recent years, numerous researches have been conducted on the predictors of work engagement. However, these studies were mostly centered on developed countries such as the United States (Britt, 2003; May *et al.*, 2004), Netherlands (Schaufeli and Bakker, 2004; Xanthopoulou *et al.*, 2007), Germany (Weigl *et al.*, 2010), Spain (Salanova *et al.*, 2005), Finland (Hakanen *et al.*, 2006; Mauno *et al.*, 2007), Greece (Xanthopoulou *et al.*, 2009), Norway (Martinussen *et al.*, 2007) and Australia (Parker *et al.*, 2010). These studies were conducted within specific service industries such as insurance, healthcare, airline and education. The predictor variables focused on two types of resources: Job resources and personal resources. Job resources examined were confined to those at the organizational

level (e.g., supervisory coaching), interpersonal level (e.g., social support from supervisors and colleagues) and task level (e.g., autonomy and job control). The personal resources investigated include self-efficacy, optimism, hope and resilience. On the other hand, studies on the work engagement construct among employees in developing countries have been limited except for the work of a few scholars (Chughtai and Buckley, 2009; Karatepe and Olugbade, 2009; Siu *et al.*, 2010). However, the job resources that were examined in these studies were restricted to only those at the organizational level, interpersonal level and task level. Specifically, Karatepe and Olugbade (2009) investigated the relationship between job resources (Supervisor support) and personal resources (Self-efficacy and trait competitiveness) and work engagement among a sample of hotel frontline employees in Nigeria. Chughtai and Buckley (2009) however, examined the role of work engagement in mediating the relationship between trust in leader (i.e., school principal) and work outcomes (In-role performance, OCB and learning goal orientation) among teachers in Pakistan. Likewise, Siu *et al.* (2010) studied the mediating role of work engagement in the relationship between several job resources (Organizational policies, supervisor support, peer support, job autonomy and family support) and work-family enrichment among employees in China's healthcare industry. In the case of Malaysia, Abdul Hamid and Yahya (2011) conducted an empirical study on the relationship between person-job fit and person-organization fit and work engagement among a sample of engineers working in semiconductor companies in Malaysia. They concluded that there is a significant relationship between both forms of fit (person-job and person-organization) and employees' work engagement. Nevertheless, despite the growing attention given to work engagement, research in this area is still in its infancy in Malaysia (Abdul Hamid and Yahya, 2011). Given the fact that: Customer-contact employees are crucial in delivering superior service quality to hotels' customers (Hartline and Ferrell, 1996), there has been a lack of studies on work engagement within the hospitality industry (Karatepe and Olugbade, 2009) and the growing need to attract more tourists to Malaysia, an understanding of the predictors of work engagement among customer-contact hotel employees is relevant. Therefore, the purpose of this study is to review the literature and ultimately propose a model linking job resources and work engagement.

Literature review

Work engagement: There are many views concerning work engagement. Schaufeli and Bakker (2004) viewed work engagement as a motivational construct. They

defined work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. According to Schaufeli and Bakker (2004), vigor refers to high levels of energy and mental resilience while working, the willingness to invest effort in one's work and persistence in the face of difficulties. Dedication relates to one's sense of significance, enthusiasm, inspiration, pride and challenge (Schaufeli and Bakker, 2004). Absorption is characterized as being fully concentrated and happily engrossed in one's work whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli and Bakker, 2004). Schaufeli *et al.* (2006) argued that work engagement is not a momentary and specific state but rather a persistent and pervasive affective-cognitive state of mind. Work engagement is different from workaholism in the sense that the former relates to positive psychological aspects of an individual whereas the latter implies a negative phenomenon with dysfunctional consequences. Specifically, engaged worker viewed work as fun unlike their workaholic counterparts who are obsessed (Bakker *et al.*, 2008). Although, some scholars (May *et al.*, 2004; Robinson *et al.*, 2004) argued that there has been some overlap between work engagement and other motivational constructs such as job satisfaction, organizational commitment and job involvement, an array of research findings have shown that work engagement is a multidimensional and distinct construct comprising of vigor, dedication and absorption (Hallberg and Schaufeli, 2006; Koyuncu *et al.*, 2006; Schaufeli and Bakker, 2004).

RESOURCES AS ANTECEDENTS OF WORK ENGAGEMENT

According to the Conservation of Resource theory (COR) (Hobfoll, 2002), resources are those objects, personal characteristics, conditions or energies that are valued by the individual or that serve as a means for attainment of other resources. Hobfoll (2001) proposed that when resources are acquired, those resources will be invested to obtain additional resources. For example, when people developed skills at work, those skills are often invested in job performance in order to acquire other resources such as rewards and work status. In addition, COR theory suggested that employees will invest their resources in ways that will maximize their returns and in a manner that is most fitting with the specific resource invested. For instance, Hobfoll (2001) posited that resources that an individual gained from their job (i.e., job resources) are often reinvested in their workplace. Based on the COR theoretical underpinning, researchers in

positive work psychology proposed that job resources will be positively related to work engagement. In particular, Bakker and Demerouti (2007) argued that job resources may be located at four levels: organizational level (e.g., pay, career opportunities, job security), interpersonal level (e.g., supervisor and co-worker support, team climate), organization of work level (e.g., role clarity and participation in decision-making) and task level (e.g., skill variety, task identity, task significance, autonomy and performance feedback). When individuals possess high level of job resources, they are likely to become more energetic, dedicated and passionate about their work, all of which characterized high work engagement.

CUSTOMER-CONTACT EMPLOYEES' JOB RESOURCES AS THE KEY ANTECEDENT OF WORK ENGAGEMENT

Job resources have been defined as those physical, social, psychological or organizational aspects of the job that are instrumental in achieving work goals, able to reduce job demands and the associated physiological and psychological costs and able to promote personal growth, learning and development (Bakker *et al.*, 2007). According to Bakker and Demerouti (2007), job resources are not only necessary to deal with job demands but they are also important in their own right due to their motivational potential. As intrinsic motivators, job resources help meet human needs and enhance the individual's growth and development. Likewise, as extrinsic motivators, job resources assist employees in meeting their work goals. As boundary spanners who perform on the front stage of the organization, the possession of greater job resources is deemed valuable in improving service delivery. In line with the suggestion made by Bakker *et al.* (2010), the motivational effect of job resources are bound to make frontline, customer-contact employees become more energetic, resilient, dedicated and absorbed in their task activities. Such favorable attributes will ultimately result in beneficial behavioral outcomes leading to greater service performance. Findings from previous studies (Britt, 2003; Hakanen *et al.*, 2006; Karatepe and Olugbade, 2009; Martinussen *et al.*, 2007; Mauno *et al.*, 2007; Parker *et al.*, 2010; Salanova *et al.*, 2005; Schaufeli and Bakker, 2004; Weigl *et al.*, 2010; Xanthopoulou *et al.*, 2007, 2009) demonstrated that job resources located at the four levels: Organizational level (i.e., training, technology, supervisory coaching); interpersonal level (i.e., social support from supervisor and colleagues); task level (i.e., performance feedback, job control, autonomy) and the organization of work level

(i.e., role clarity) were able to foster employee work engagement. Hence, the first proposition is presented as follows:

Proposition 1: Job resources of the customer-contact employees will be positively related to their work engagement. As boundary spanners who have to deal with the needs and wishes of customers promptly, resources at the organization of work level (Role clarity) and interpersonal level (Supervisory support and peer support) would be considered important in fostering work engagement.

ROLE CLARITY AND WORK ENGAGEMENT

Role clarity refers to the extent to which an employee receives and understands information required to perform his/her job (Kelly and Hise, 1980). Role clarity is perceived by frontline employees as having a positive effect on their job satisfaction, organizational commitment and job performance (De Ruyter *et al.*, 2001). On the other hand, when workers lack role clarity, they tend to experience negative feelings such as job tension and dissatisfaction (Kahn *et al.*, 1964; Kelly and Hise, 1980). In service settings, role clarity provides an opportunity for customer-contact employees to act quickly to serve their customer during the service encounter without having to refer to their superiors for advice. Such prompt response is likely to delight customers leading to greater satisfaction. Slatten *et al.* (2011) added that when there is a lack of role clarity among customer-contact employees, negative outcomes are likely to occur such as the concerned employee may mislead customers by providing incorrect information which leads to poor service quality experiences for the customers. Therefore, when customer-contact employees are clear on what they are supposed to do in their job, they are more likely to adopt a favorable attitude towards work in terms of exhibiting greater perseverance in handling job challenges and displaying higher dedication in serving their customers. In light of the above discussion, researchers posit that:

Proposition 1_a: There will be a positive relationship between role clarity and work engagement.

SUPERVISORY SUPPORT AND WORK ENGAGEMENT

Supervisory support is defined as the positive work interaction between a supervisor and his/her subordinate

(Bhanthumnavin, 2003). According to Bhanthumnavin (2003), in the workplace, support from the supervisor can come in three forms: Emotional support (i.e., showing empathy, acceptance and care); informative support (i.e., giving feedback or guidance in work) and material support (i.e., preparing budget, aids, resources and tangible assistance that are related to work to improve the subordinate's motivation, performance and effectiveness). Previous studies provided empirical evidence on the effect of supervisory support on a person's attitude and behavior. For instance, Bakker *et al.* (2007) found that supervisor support is positively related to work engagement. In a recent study, Ugur and Emin discovered that supervisory support was positively related to job satisfaction and affective commitment but negatively related to turnover intentions. In the context of the service industry where customer-contact employees are likely to experience work pressures as a result of their interactions with customers who display varied emotions and behaviors (Karatepe *et al.*, 2007), supervisory support in terms of emotion, information and materials may act as a buffering mechanism in reducing their stress level. This is especially true for hotel employees since they are normally underpaid, have to typically work long hours, have to endure irregular schedules and heavy workloads (Hayes and Ninemeier, 2007; Karatepe *et al.*, 2007). At the same time, supervisory support serves to motivate employees to perform better. For instance, proper feedback from one's supervisor would increase the likelihood of being successful in achieving future work goals, leading to higher engagement. Therefore, when customer-contact employees perceived themselves to be recipients of their supervisor's support, they are more likely to develop a favorable work attitude by displaying resilience, dedication and becoming engrossed in their work, all of which are bound to enhance service performance. Hence, it is proposed that:

Proposition 1_b: There will be a positive relationship between supervisory support and work engagement.

PEER SUPPORT AND WORK ENGAGEMENT

House (1981) defined peer support as the degree to which employees perceived that they have received affective participation, empathy, liking or respect from their peers or colleagues. Past studies have shown that peer support can positively affect a person's work attitudes (He *et al.*, 2011; Xanthopoulou *et al.*, 2008). Being labor-intensive, workers in service organizations do

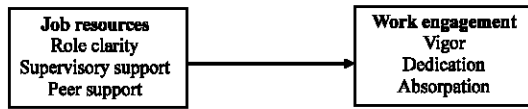


Fig. 1: Proposed research model

not work independently (Ma and Qu, 2011). The delivery of quality services to customers will be dependent upon the collaborative efforts of the work teams, especially those at the frontline. Support an employee receives from other members of the team (i.e., peer support) can be either instrumental, emotional and informational (House, 1981). For instance, instrumental support from colleagues can help to get the work accomplished in time and may alleviate the effect of work overload on strain (Van der Doef and Maes, 1999). Greater emotional support received from their peers in the form of respect, affective participation and liking, would help reduce their feelings of pressure associated with their job demands. Meanwhile, informational support from peers which include feedback, formal and informal knowledge related to work that are being shared are useful in assisting the particular worker perform his/her job effectively and efficiently. Therefore, when customer-contact employees perceived themselves to be recipients of their peers' support, they will be more likely to develop a favorable work attitude as a form of reciprocation through greater work engagement. Xanthopoulou *et al.* (2008) provided empirical evidence for the positive influence of peer support on work engagement. In their study within the airline industry, Xanthopoulou *et al.* (2008) discovered that flight attendants who experienced greater peer support were more engaged in their research. Accordingly, the following proposition is offered.

Proposition 1: There will be a positive relationship between peer support and work engagement.

PROPOSED RESEARCH MODEL

Based on the preceding discussion and in relation to the COR theory, the proposed research framework is depicted in Fig. 1 whereby three forms of job resources (Role clarity, supervisory support and peer support) are posited to predict work engagement.

CONCLUSION

In the highly competitive hotel industry, superior service becomes one of the most critical elements for gaining a sustainable competitive advantage in the marketplace (Markovic and Raspor, 2010). One feasible way for hotels to achieve superior service quality is to ensure that their customer-contact employees are highly

engaged in their work. Work engagement is characterized by vigor, dedication and absorption in work. Since, hotels are labor-intensive, employees especially those customer-contact personnel play a significant role in ensuring superior service delivery. Engaged employees are bound to display a positive outlook toward their job and more willing to devote their time and effort in serving their customers, all of which, will lead to higher perceived service quality and ultimately greater customer satisfaction. A review of past literature provided support for the positive relationships between job resources and work engagement. Hence, a conceptual research model has been developed linking job resources (Comprising of role clarity, supervisory support and peer support) as potential predictors of work engagement.

REFERENCES

- Abdul Hamid, S.N. and K.K. Yahya, 2011. Relationship between person-job fit and person-organization fit on employees work engagement: A study among engineers in semiconductor companies in Malaysia. Proceedings of the Annual Conference on Innovations in Business and Management, (IBM'11), UK., pp: 1-30.
- Babcock-Roberson, M.E. and O.J. Strickland, 2010. The relationship between charismatic leadership, work engagement and organizational citizenship behavior. *J. Psychol.*, 144: 313-326.
- Bakker, A.B., E. Demerouti and W. Verbeke, 2004. Using the job demands-resources model to predict burnout and performance. *Human Resour. Manage.*, 43: 83-104.
- Bakker, A.B. and E. Demerouti, 2007. The job Demands-resources model: State of the art. *J. Manag. Psychol.*, 22: 309-328.
- Bakker, A.B., J.J. Hakanen, E. Demerouti and D. Xanthopoulou, 2007. Job resources boost work engagement, particularly when job demands are high. *J. Educational Psychol.*, 99: 274-284.
- Bakker, A.B., W.B. Schaufeli, M.P. Leiter and T.W. Taris, 2008. Work engagement: An emerging concept in occupational health psychology. *Work Stress*, 22: 187-200.
- Bakker, A., S. Albrecht and M. Leiter, 2010. Key questions regarding work engagement. *Eur. J. Work Organ. Psychol.*, 20: 4-28.
- Baum, T. and R. Mudambi, 1999. Economic and Management Methods for Tourism and Hospitality Research. John Wiley and Sons Ltd., England, ISBN: 13-9780471983927, Pages: 282.
- Bettencourt, L.A., K.P. Gwinner and M.L. Meuter, 2001. A comparison of attitude, personality and knowledge predictors of service-oriented organizational citizenship behaviors. *J. Applied Psychol.*, 86: 29-41.

- Bettencourt, L.A. and S.W. Brown, 2003. Role stressors and customer-oriented boundary-spanning behaviors in service organizations. *J. Acad. Market. Sci.*, 31: 394-408.
- Bhantumnavin, D., 2003. Perceived social support from supervisor and groupmembers psychological and situational characteristics as predictors of subordinate performance in Thai work units. *Hum. Resour. Dev. Q.*, 14: 79-97.
- Bienstock, C.C., C.W. DeMoranville and R.K. Smith, 2003. Organizational citizenship behavior and service quality. *J. Serv. Market.*, 17: 357-378.
- Britt, T.W., 2003. Aspect of identity predict engagement in work under adverse conditions. *Self Identity*, 2: 31-45.
- Chughtai, A.A. and F. Buckley, 2009. Linking trust in the principal to school outcomes: The mediating role of organizational identification and work engagement. *Int. J. Educ. Manag.*, 23: 574-589.
- De Ruyter, K., M. Wetzels and R. Feinberg, 2001. Role stress in call centers: Its effects on employee performance and satisfaction. *J. Interact. Market.*, 15: 23-35.
- Economic Planning Unit, 2010. Tenth Malaysia plan 2011-2015. Malaysia, <http://ideas.repec.org/p/ess/wpaper/id4921.html>.
- Hakanen, J.J., A.B. Bakker and W.B. Schaufeli, 2006. Burnout and work engagement among teachers. *J. School Psychol.*, 43: 495-513.
- Halbesleben, J.R.B. and A.R. Wheeler, 2008. The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work Stress*, 22: 242-256.
- Halbesleben, J.R.B., J. Harvey and M.C. Bolino, 2009. A conservation of resources view of the relationship between work engagement and work interference with family. *J. Applied Psychol.*, 94: 1452-1465.
- Hallberg, U.E. and W.B. Schaufeli, 2006. Same same but different? Can work engagement be discriminated from job involvement and organizational commitment?. *Eur. Psychol.*, 11: 119-127.
- Hartline, M.D. and O.C. Ferrell, 1996. The management of customer-contact service employees: An empirical investigation. *J. Market.*, 60: 52-70.
- Hayes, D.K. and J. Ninemeier, 2007. *Hotel Operations Management*. 2nd Edn., Prentice Hall, New Jersey, USA.
- He, Y., K.K. Lai and Y. Lu, 2011. Linking organizational support to employee commitment: Evidence from hotel industry of China. *Int. J. Hum. Resour. Manag.*, 22: 197-217.
- Hobfoll, S.E., 2001. The influence of culture, community and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychol. An Int. Rev.*, 50: 337-421.
- Hobfoll, S.E., 2002. Social and psychological resources and adaptation. *Rev. Gen. Psychol.*, 6: 307-324.
- House, J.S., 1981. *Work Stress and Social Support*. Addison Wesley, London.
- Kahn, R.L., D.M. Wolfe, R.P. Quinn, J.D. Snoek and R.A. Rosenthal, 1964. *Organizational Stress: Studies in Role Conflict and Ambiguity*. 2nd Edn., Wiley, New York, USA., ISBN: 10-047145480X, pp: 470.
- Karatepe, O.M. and O.A. Olugbade, 2009. The effect of job and personal resources on hotel employees work engagement. *Int. J. Hospital. Manage.*, 28: 504-512.
- Karatepe, O.M., U. Yavas and E. Babakus, 2007. The effects of customer orientation and job resources on frontline employees job outcomes. *Serv. Market. Q.*, 29: 61-79.
- Kelly, J.P. and R.T. Hise, 1980. Role conflict, role clarity, job tension and job satisfaction in the brand manager position. *J. Acad. Market. Sci.*, 8: 120-137.
- Koyuncu, M., R.J. Burke and L. Fiksenbaum, 2006. Work engagement among women managers and professionals in Turkish bank. *Equal Opport. Int.*, 25: 299-310.
- Lee, Y.K., J.H. Nam, D.H. Park and K.A. Lee, 2006. What factors influence customer-oriented prosocial behavior of customer-contact employees?. *J. Serv. Market.*, 20: 251-264.
- MICC, 2011. *Revving up the tourism industry*. Ministry of Information Communications and Culture.
- MOF, 2011. *Economy report 2010-2011*. Ministry of Finance, Malaysia. http://www.treasury.gov.my/index.php?option=com_content&view=article&id=1712%3Alaporan-ekonomi-20102011 and [catid=73%3Asenarai-laporan-ekonomi&Itemid=174&lang=en](http://www.treasury.gov.my/index.php?option=com_content&view=article&id=1713%3Asenarai-laporan-ekonomi&Itemid=174&lang=en).
- Ma, E. and H. Qu, 2011. Social exchanges as motivators of hotel employees organizational citizenship behavior: The proposition and application of a new three-dimensional framework. *Int. J. Hospit. Manage.*, 30: 680-688.
- Markovic, S. and S. Raspor, 2010. Measuring perceived service quality using Servqual: A case study of the Croatian hotel industry. *Management*, 5: 195-209.
- Martinussen, M., A.M. Richardsen and R.J. Burke, 2007. Job demands, job resources and burnout among police officers. *J. Criminal Justice*, 35: 239-249.
- Mauno, S., U. Kinnunen and M. Ruokolainen, 2007. Job demands and resources as antecedents of work engagement: A longitudinal study. *J. Vocational Behav.*, 70: 149-171.

- May, D.R., R.L. Gilson and L.M. Harter, 2004. The psychological conditions of meaningfulness, safety and availability and engagement of the human spirit at work. *J. Occupat. Organizat. Psychol.*, 77: 11-37.
- Moliner, C., V. Martinez-Tur, J. Ramos, J.M. Peiro and R. Cropanzano, 2008. Organizational justice and extrarole customer service: The mediating role of well-being at work. *Eur. J. Work Organ. Psychol.*, 17: 327-348.
- Parker, S.L., N.L. Jimmieson and C.E. Amiot, 2010. Self determination as a moderator of demands and control: Implications for employee strain and engagement. *J. Vacation Behav.*, 76: 52-67.
- Robinson, D., S. Perryman and S. Hayday, 2004. The drivers of employee engagement. Report No 408, Institute for Employment Studies, Brington.
- Salanova, M., S. Agut and J.M. Peiro, 2005. Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *J. Applied Psychol.*, 90: 1217-1227.
- Schaufeli, W.B. and A.B. Bakker, 2004. Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. *J. Organ. Behav.*, 23: 293-315.
- Schaufeli, W.B., A.B. Bakker and M. Salanova, 2006. The measurement of work engagement with a short questionnaire: A cross-national study. *Edu. Psychol. Measur.*, 66: 701-716.
- Schneider, B. and D.E. Bowen, 1985. Employee and customer perceptions of service in banks: Replication and extension. *J. Applied Psychol.*, 70: 423-433.
- Siu, O.L., J.F. Lu, P. Brough, C.Q. Lu and A.B. Bakker *et al.*, 2010. Role resources and work-family enrichment: The role of work engagement. *J. Vocational Behav.*, 77: 470-480.
- Slatten, T., G. Svensson and S. Svaeri, 2011. Service quality and turnover intentions as perceived by employees: Antecedents and consequences. *Personnel Rev.*, 40: 205-221.
- Tourism Malaysia, 2011a. Malaysia hotels and rooms supply. http://corporate.tourism.gov.my/research.asp?page=facts_figures.
- Tourism Malaysia, 2011b. Tourist arrivals and receipts to Malaysia. <http://corporate.tourism.gov.my/research.asp>.
- Van der Doef, M. and S. Maes, 1999. The job Demand-control (-Support) model and psychological Well-being: A review of 20 years of empirical research. *Work Stress*, 13: 87-114.
- Weigl, M., S. Hornung, S.K. Parker, R. Petru, J. Glaser and P. Angerer, 2010. Work engagement accumulation of task, social, personal resources: A three-wave structural equation model. *J. Vacation Behav.*, 77: 140-153.
- Xanthopoulou, D., A.B. Bakker, E. Demerouti and W.B. Schaufeli, 2007. The role of personal resources in the job demands-resource model. *Int. J. Stress Manage.*, 14: 121-141.
- Xanthopoulou, D., A.B. Bakker, E. Heuven, E. Demerouti and W.B. Schaufeli, 2008. Working in the sky: A diary study on work engagement among flight attendants. *J. Occup. Health Psychol.*, 13: 345-356.
- Xanthopoulou, D., A.B. Bakker, E. Demerouti and W.B. Schaufeli, 2009. Work engagement and financial returns: A diary study on the role of job and personal resources. *The Br. Psychol. Soc.*, 82: 183-200.
- Yang, J.T., 2010. Antecedents and consequences of job satisfaction in the hotel industry. *Int. J. Hospitality Manage.*, 29: 609-619.
- Yoo, D.K. and J.A. Park, 2007. Perceived service quality analyzing relationships among employees, customers and financial performance. *Int. J. Qual. Reliab. Manage.*, 24: 908-926.