

# The impact of employees' behavior on customers' service quality perceptions and overall satisfaction

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## Abstract

An increasing range of competition is now held among hospitality organizations and the only way to maintain a stable or increasing market demand is through delivering quality services that exceeds or at least meets customers' expectations. The present study is an attempt to investigate the relationship between employees' positive and negative behaviors, customers' perception of service quality and overall customer satisfaction. Results of the current study revealed that all employees' behaviors, either negative or positive, are highly correlated to the customers' overall satisfaction. The study traced the impact of behaviors on customers' perceptions and overall satisfaction through studying the relevant literature and by gauging opinions on the impact of employees' behaviors on customers' perceptions of quality and their overall satisfaction. Findings in this context confirmed the correlation between these variables and their consecutive and exchanging effect. It was also concluded that employees' behaviors have great effect on overall customer satisfaction regardless of customers' gender, nationality, and purpose of visit, number of visits and length of stay. Finally, the study ends up by offering suggestions and practical implications for hotel practitioners to think strategically and implement effective tools to motivate employees towards behaving positively with customers.

**Keywords:** Employee behaviours; customer perceptions, service quality, customer satisfaction, Egypt.



SERVICE  
QUALITY  
SATISFACTION  
LOYALTY  
SUPPORT  
COMMUNICATION  
FEEDBACK  
TRUST

Source: <http://www.hotelogix.com/blog/wp-content/uploads/2015/05/hotel-service.jpg>

## Introduction

In any hospitality organization there are a wide variety of employees' behaviors that can occur within the workplace. Employees' behaviors are defined as various sequences of actions carried out by employees within the organization (Hanna et al., 2004). Some of these behaviors may be positive and refer to the constructive actions of employees on behalf of the organization, employees and customers (Bowen and Shoemaker, 1998), while further behaviors may be negative and may destroy a productive work environment. The occurrence of negative behaviors can generate stress; provoke minor illnesses and even cause depression among employees (Helen, 1993). The threat is that these negative behaviors are epidemic and spread to others like the flu, which is costly to the organization's productivity and eventually takes its toll on employees' health and performance. King (2004) stated that negative employees' behavior has ruined many businesses and costs employers millions of dollars every day. It also has the consequences of driving away customers; damaging employees' morality and increasing their turnover rates. Employees' behaviors are important in a service company as they connect the organization with its customers and they are a critical factor in developing effective working relationships with customers (Grönroos, 1990; Gwinner, et al., 1998). They can also maintain customer satisfaction by fulfilling the promises made to the customer. In 2007, Saad and Amy suggested that the three most important variables that explain customer satisfaction include staff behavior, service quality, and price. Therefore, employees' behaviors have influences on customer perception of service quality and on customer satisfaction.

Customer's perception is defined as the degree of concordance between expectations and experience, where comparability is apparent, the customer is deemed to be satisfied (Parasuraman et al., 1994). While, customer satisfaction is

viewed as the outcome of a comparison process between perceived product/service performance and previously held expectations, when performance exceeds expectations; positive disconfirmation occurs and leads to satisfaction, while performance below expectations results in negative disconfirmation and dissatisfaction (Oliver, 1997). Bei an Chiou (2001) looked at customer satisfaction as the function perceived service quality, product quality and price and it is measured by customer's overall judgment. Dimitris and other authors (2007) defined customer satisfaction as a measure of how a product or service performs compared to customer's expectations. The employees of an organization are therefore vital for ensuring success in customers' perceptions and satisfactions, as they are the persons ultimately responsible for providing a quality service that meets the expectations of customers (Zeithaml, et al., 1996).

The present study is an attempt to investigate the relationship between employees' positive and negative behaviors, customers' perception of service quality and overall customer satisfaction. In essence, this involves determining whether five-star hotel properties in Egypt consider their employees' behaviors and their impact on customer perception of service quality and overall satisfaction; developing guidelines for improving the understanding of employees' behavior and its relationship with customer perception of service quality and overall customer satisfaction; proposing a model for applying effective strategies to direct employee's behavior towards enhancing customer perception of service quality and customer satisfaction; and lastly, offering suggestions and practical implications for hotel practitioners to think strategically and implement effective tools to motivate employees towards behaving positively with customers.

## Background

By reviewing the literature, there were many studies that tried to examine the idea of employees' behavior and its relation to customer satisfaction. For example, Jones and Dent (1994) found that a smiling face has a beneficial effect on customer satisfaction. As well, a number of studies have indicated the importance of friendly type behaviors (friendliness, familiarity, caring, politeness, responsiveness, trustworthiness, helpfulness, and understanding) of service staff to improved service outcomes and long-term relationships (Sparks, 1994). An important study that linked friendly employee behaviors to customer satisfaction was the one developed by Lemmink and Mattsson (1998). They demonstrated that the degree of personal warmth displayed by service employees toward customers was related significantly and positively to service quality perceptions and customer satisfaction. In 2003, Hansen and other authors stated that customer's commitment towards a service company significantly relies on customer's commitment to the customer-contact employee. Thus, it was agreed that customer's intention to remain with a particular service company is heavily determined by customer-contact employee's behavior.

One experimental study introduced by Brown and other authors (1996) investigated the effect of respectful employees' behavior on service encounter satisfaction. Their research found that positive employees' behavior increased customer service encounter satisfaction. Similarly, Mittal and Lassar (1996) developed a 'personalization' dimension that sought information about the way a company's employees behave in general. The scale was found to be strongly related to overall satisfaction health care service but negatively related to overall satisfaction for a car repair service. Again, this 'personalization' scale focused on employee's behavior rather than the customer's response.

Moreover, Duboff and Heaton (1999) mentioned that customer satisfaction is

often at least somewhat dependent on a specific relationship with a contact employee, thus, the cost of losing such an employee includes the weakening; if not loss of key customers as well. According to Armando (2005), successful service providers are able to meet and, whenever possible, exceed consumers' needs and wants in delivering services, due to certain specific characteristics of services (e.g., intangibility, simultaneity, variability and perishability), and to the human element, in particular the 'face-to-face' interaction with the customer. In addition, Kong and Jogaratnam (2007) confirmed the fact that employee personalization and courtesy was a significant predictor of customer satisfaction.

Recent studies also tried to study the relationship between employees and customers during service encounters. Subramony and other authors (2004) found a positive relationship between employees' internal service effectiveness and customers' service quality perceptions. While, Nicolini and Salini (2006) demonstrated that customer evaluation of the service received is shaped by factors linked to the psychological interaction established during the exchange transaction, and by factors connected to technical-specific characteristics of the service. A further study was conducted by Bienstock and DeMoranville (2006) that tested the relationship between employees' organizational behaviors and customer perceptions of service quality. The results demonstrated that higher levels of organizational behaviors among an organization's employees are associated with higher levels of service quality perceptions among the organization's customers. Moreover, Paull (2008) conducted a study in the airline industry and found that employees and customers were not on the same point of view when it came to defining a successful interaction, as 92 percent of employees stated that they were exceeding customer expectations, while only 26 percent of customers agreed with them.

Liljander (2000: 162- 171) highlighted the importance of contact employees' behaviors during service interactions in the hotel industry when he indicated that a major focus in any hotel should be the personal linkage between the service provider and customer. He stated that more attention should be given to the service providers on the front-line (desk clerks, waiters, park rangers, door and bell men, maids, and stewards) interacting with the customer. In addition, Arnette and other authors (2002) mentioned that in the hotel sector, because most hotels rely on their employees to deliver superior service, hotel employees can be a source of competitive advantage. They, further, stated that service quality, customer satisfaction and loyalty are influenced considerably by the beliefs and actions of hotel employees, and that by providing outstanding service, hotel employees can enhance the image of the hotel and the level of perceived and actual service quality. Furthermore in a similar point of view, Mattsson and Lemmink (2002) examined the notion that, as a customer, every one has experienced positive and negative emotions during service delivery. They found that low skilled contact staff may not be able to cope with emotional situations when the entire image of the service firm is at stake. Because emotions are intangible, difficult to control and instantaneous they have both short- term

and long- term effects on customer perceptions.

### Hypotheses

Based on the review of literature and objectives of the study five hypotheses were formulated. Figure (1) shows the hypothesized relationship between the study variables.

**H1:** Employees' behaviors (positive/negative) have an impact (positively/negatively) on overall customers' satisfaction.

**H2:** Employees' (positive/negative) behaviors have an impact (positively/negatively) on customer perception of service quality.

**H3:** Customers' perceptions of service quality (positive/negative) have an impact (positively/negatively) on overall customers' satisfaction.

**H4:** The impact of positive/negative employees' behaviors on overall customer satisfaction differ according to the customers' profiles.

**H5:** The impact of positive/negative employees' behaviors on overall customer satisfaction differ based on visit's characteristics.

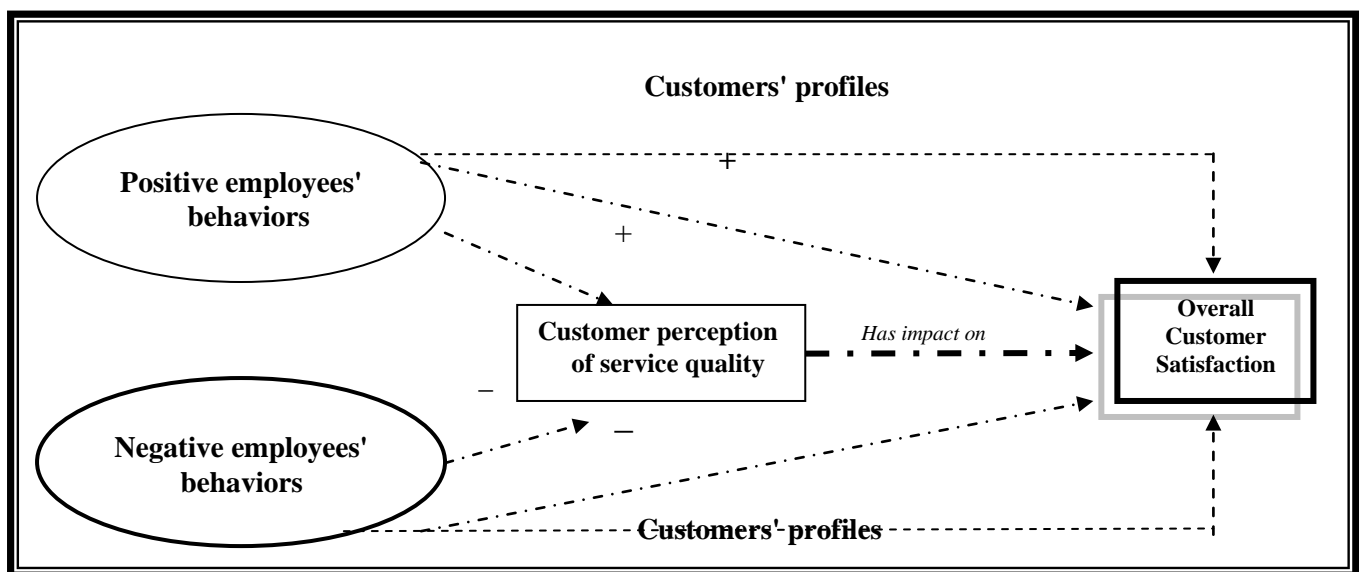


Figure (1): The Study Hypotheses

## **Methodology**

### **Study Sample**

The data of the study were collected from five star hotel customers in Egypt. From a total number of 108 five star hotels (EHA, 2006/2007) , a random sample of 33 five-star hotels was selected, representing 30.5% of the population. Ten questionnaires were distributed among customers in each hotel counting for a total number of 330 distributed questionnaires.

### **Questionnaire development**

Based on a comprehensive literature review, a questionnaire was developed to investigate the relationship between employees' positive and negative behaviors, customers' perception of service quality and overall customer satisfaction. SERVQUAL scale of Parasuraman and others (1998) were considered as a base while developing the format of the study questionnaire. Employees' behaviors have been grouped into five categories, depending on the SERVQUAL, known as reliability, responsiveness, assurance, empathy and tangibility.

The first section of the questionnaire was directed to collect data related to the profile of customers and their stay; nationality, age, gender, social status, purpose of visit, previous lodging experiences, length of stay and number of visits. The second section of the questionnaire consisted of forty statements identifying negative and positive employees' behaviors. These statements were randomly mixed and listed in the questionnaire. In this section two scales were used. The first scale (1 to 3 scale) measured the occurrence of behaviors during the customer's stay, where (1) indicated that the behavior never occurred, while (3) indicated that the behavior always occurred. The second scale (-2 to +2 scale) measured the impact of these behaviors, whether it

occurred or not, on their overall satisfaction, where (-2) indicated high degree of dissatisfaction, (+2) high degree of satisfaction and (0) denoted a neutral condition.

The third section of the questionnaire included two questions asking customers about the impact of employees' behaviors, either negative or positive, on their perception of service quality and on their overall satisfaction. Responses were collected through a 5 point Likert scale, where (1) indicated a low impact, while (5) indicated a high impact.

The final section of the questionnaire were designed to gauge the impact of positive and negative employees' behaviors on customers' perceptions of service quality and their overall satisfaction. Two open-ended questions were provided to customers to gather any additional comments they might have about the topic in hand.

### **Questionnaire distribution and administration**

Face validity of the questionnaire was applied through five experts; in the field of survey designs and academics. A primary draft of the questionnaire was reviewed, important observations were considered, and then the second draft was piloted to twenty customers. The final questionnaire form was distributed in April, 2007. Hotel customers were asked to return completed questionnaires to the front desk. Of the 330 distributed questionnaires 217 questionnaires were collected, from which only 201 were valid counting for 61% of the total sample which represents a satisfying response rate.

## **Results and discussion**

### **Respondents' profile**

The demographic profile of respondents and the characteristics of their visit are

shown in table (1). The respondents were from different nationalities; Arab (22.4%), English (20%), German (16.7%), Italian (12.9%), and other nationalities (23.8%). They were distributed among different age categories; of which the category ranging from 30-40 years old presented the highest percentage (27.9%), followed by that ranging from 20-30 years old (25.9%), then that from 40-50 years old (21.9%), and that from 50-60 years old (13.4%), followed by that of above 60 years old (6%), and finally under 20 years old (5%). Male represented (55.2%) of the respondents, while females represented (44.8%). The majority of customers (59.2%) were married, followed by single customers (29.9%), and other status such as engagement and divorcement represented (10.9%).

Regarding the characteristics of the visit, the majority of customers (74.6%) indicated leisure as their primary purpose, while 19.9% indicated that they were traveling for business reasons and only 5.5% mentioned other motives such as visiting relatives/friends or shopping. A large number of customers (41.8%) were on their first visit to the hotel, 28.9% were on their second time, 19.9% were on the third visit, and only 9.5% were visiting the hotel for more than three times. The length of stay was ranging from 4-6 nights for 36.8% of customers, from 2-4 nights for 33.8%, and was one night for 8.0% of them.

**Table (1): Respondents' profiles and characteristics of the visit**

Profile of respondents							
Nationality	%	Age group	%	Gender	%	Social status	%
German	16.7	< 20 years	5.0	Male	55.2	Single	29.9
Italian	12.9	20-30	25.9	Female	44.8	Married	59.2
British	20.0	30-40	27.9			Other	10.9
Arabs	22.4	40-50	21.9				
Others	23.8	50-60	13.4				
		60 or more	6.0				
Characteristics of the visit							
Purpose of visit	%	Number of visits	%	Length of stay	%		
Business	19.9	First Time	41.8	1 night	8.0		
Leisure	74.6	Second Time	28.9	2-4 nights	33.8		
Other	5.5	Third Time	19.9	4-6 nights	36.8		
		More	9.5	More than a week	21.4		

## Results and discussion

Results of the current study, illustrated in table (2), revealed that all negative behaviors recorded a high negative effect on customers' overall satisfaction as the lowest record was calculated for behavior (E10) in the empathy category where 57.7% of customers indicated that they were dissatisfied. While behavior (A6) in

the reliability category, concerned with employees' refusal to make changes to orders that have been placed, denoted the highest negative effect on customers' overall satisfaction as approximately all customers (97.51%) indicated a dissatisfaction effect. The high negative impact of these behaviors can be attributed to the fact that customers intend to stay in a hotel in which they are

spending their money, in return they expect to obtain services equivalent to their anticipations and dissatisfaction occurs directly after a failure in the service delivery process. In conclusion, as all negative behaviors indicated a high negative effect on customers' overall satisfaction, therefore hypothesis H1 is supported. This finding is reinforced by what Berry (1999) indicated, as he stated that service tends to fail, regardless of the quality associated, in instances where the customer believes little attention was given to him/her such as rude behavior of service staff, and this makes the recovery from an unsatisfactory service experience impossible.

On the other hand, results for the positive group of behaviors illustrated in table (2) also indicated a high positive effect on customers' overall satisfaction except for behavior (B1) in the responsiveness category, as many customers (58.21%) indicated a neutral effect of this behavior. 'Listening to customers with empathy in responding to their needs in a good manner' recorded the highest score regarding the positive impact on customer satisfaction (99%), followed by 'allowing check-in procedures to run quickly' (98.5%), and 'making every possible effort to resolve customer complaints' (98.01%). Since approximately all positive behaviors indicated a high positive effect on customers' overall satisfaction, therefore hypothesis H1 is supported over in this study.

The previous result is in agreement with the literature and other empirical studies that have been performed by other scholars. For example, Grönroos (1990) noticed that behaviors of employees within a service company connect an organization with its customers. Moreover, Hansen and other authors (2003) stated that when a customer is satisfied with the contact employee within the scope of a formal relationship, the customer will likely maintain the relationship in the long run. Additionally, Liao (2007) examined the role of customer service employees' behaviors of handling customer

complaints, or service recovery performance in conveying an image of service organizations and achieving desirable customer outcomes. His results from a field study and a laboratory study demonstrated that the dimensions of service recovery performance making an apology, problem solving, being courteous and prompt handling, positively influenced customer satisfaction and then customer repurchase intent through the mediation of customer-perceived justice.

Testing the second and the third hypotheses of the study was challenging. Tracing the impact of behaviors on customers' perceptions and overall satisfaction needs a long time span to figure out such impact. Therefore, these hypotheses were, firstly, studied based on the review of literature, and secondly by identifying customers' responses regarding their opinions on the impact of employees' behaviors on customers' perceptions of service and on overall satisfaction. The literature confirmed the role of customers' perceptions of service quality as an antecedent of overall customer satisfaction, which has been extensively researched and is widely accepted in the services marketing literature (Anderson, et al., 1994; Cronin and Taylor 1992; Rust and Oliver 1994). More recently, evidence has emerged supporting the existence of a causal connection between service-quality perceptions and satisfaction judgments in the hospitality industry (Collier and Coldstein, 2004) and also Robert and other authors (2006) found that customer perception of quality has a significant effect upon customer satisfaction. In 2007, Hensley and Sulek examined the relationship between customers' perceptions of service quality and overall customer satisfaction by using three measures of customers' perceptions of service quality, namely; willingness to recommend the service to friends, willingness to bring friends to the service and repatronage intentions and results revealed high significant correlation between the two variables.

Results relevant to the impact of employees' behaviors on customers' perceptions of service quality and overall satisfaction are shown in table (3), where the means were high reaching 3.7 and 3.9 consecutively. These results designated the high impact of employees' behaviors on the two variables and validated their correlation. Thus, hypotheses H2 and H3 are supported.

Based on customer responses regarding the effect of behaviors on customers' overall satisfaction, Chi-square test ( $X^2$ )

was used for comparison between different customers. Several aspects were used as base for the comparison process such as; gender, nationality, purpose of visit, number of visits and length of stay as shown in table (4). Results of the test indicated the following; when comparing between genders the statistical test revealed no significant correlation for the sample as a whole. Findings showed a statistically significance difference between males and females on only seven out of forty behaviors.

**Table (2): The impact of positive and negative behaviors on customer overall satisfaction**

Behaviors demonstrating reliability		Overall satisfaction					
		Satisfied		Neutral		Unsatisfied	
		R.	%	R.	%	R.	%
<b>A1.</b>	Treats all customers in a consistent way.	194	96.52	7	3.48	0	0.00
<b>A2.</b>	Performs the billing function in an accurate manner.	166	82.59	35	17.41	0	0.00
<b>A3.</b>	Responds to your needs in a timely manner.	182	90.55	19	9.45	0	0.00
<b>A4.</b>	<i>Lets you waiting longer than necessary for a demand.</i>	0	0.00	33	16.42	168	83.58
<b>A5.</b>	<i>Fails to seek or encourage feedback from customers.</i>	3	1.49	26	12.94	172	85.57
<b>A6.</b>	<i>Refuses to make changes in orders have been placed.</i>	1	0.50	4	1.99	196	97.51
<b>A7.</b>	<i>Always have mistakes and inaccurate billing procedures.</i>	0	0.00	12	5.97	189	94.03
<b>Behaviors demonstrating responsiveness</b>							
<b>B1.</b>	Refers to customers by their names.	79	39.30	117	58.21	5	2.49
<b>B2.</b>	Responds to your phones in a helpful tone of voice.	194	96.52	7	3.48	0	0.00
<b>B3.</b>	Meet the special needs of handicapped customers.	187	93.03	10	4.98	4	1.99
<b>B4.</b>	Makes every possible effort to resolve your complaints	197	98.01	4	1.99	0	0.00
<b>B5.</b>	<i>Replies to your complaints in a rude and bad way.</i>	1	0.50	8	3.98	192	95.5
<b>B6.</b>	<i>Makes you feeling neglected in the rush of activities</i>	0	0.00	6	2.99	195	97.0
<b>B7.</b>	<i>Displays bad moods in the job.</i>	0	0.00	4	1.99	193	96.0
<b>B8.</b>	<i>Doesn't handle special requests saying not my responsibility</i>	1	0.50	11	5.47	189	94.0
<b>Behaviors demonstrating assurance</b>							
<b>C1.</b>	Exhibits proper etiquette when dealing with you.	160	79.6	41	20.4	0	0.00
<b>C2.</b>	Is able to establish harmonious relationships with customers.	174	86.5	27	13.4	0	0.00
<b>C3.</b>	Exhibits a thorough knowledge of all products and services.	158	78.6	43	21.3	0	0.00
<b>C4.</b>	<i>Fails to keep records of items, orders, etc...</i>	5	2.49	21	10.4	175	87.0
<b>C5.</b>	<i>Lacks information at the point of sale.</i>	1	0.50	23	11.4	177	88.0
<b>C6.</b>	<i>Receptionist gives you his back while standing in front of him</i>	0	0.00	26	12.9	175	87.0
<b>Behaviors demonstrating empathy</b>							
<b>D1.</b>	Greets you with a friendly welcome and big smile.	194	96.5	7	3.48	0	0.00
<b>D2.</b>	Talks politely with you.	194	96.5	4	1.99	3	1.49
<b>D3.</b>	Makes a good eye contact with customers.	174	86.5	27	13.4	0	0.00
<b>D4.</b>	Listens to you with empathy and responds in a good manner.	199	99.0	2	1.00	0	0.00
<b>D5.</b>	Allows you to feel special as you enter the hotel.	192	95.5	9	4.48	0	0.00
<b>D6.</b>	Able to deal with different nationalities (Multi lingual).	173	86.0	28	13.9	0	0.00
<b>D7.</b>	Avoids sitting down or reading at his workstation.	140	69.6	60	29.8	1	0.50
<b>D8.</b>	<i>Lacks basic verbal and customer relations skills</i>	3	1.49	20	9.95	178	88.5
<b>D9.</b>	<i>Doesn't make an eye contact when talking with you.</i>	2	1.00	28	13.9	171	85.0
<b>D10.</b>	<i>Uses cool, brief handshakes with you.</i>	7	3.48	78	38.8	116	57.7
<b>D11.</b>	<i>Never stop talking when escorting you to your room.</i>	4	1.99	67	33.3	130	64.6
<b>D12.</b>	<i>Allows the smile to lose in the shuffle of getting things done.</i>	2	1.00	37	18.4	162	80.6
<b>D13.</b>	<i>Knocks your room's door while the sign is "don't disturb".</i>	6	2.99	5	2.49	190	94.5
<b>Behaviors demonstrating tangibles</b>							



<b>E1.</b>	Allows check-in procedures to run quickly.	198	98.5	3	1.49	0	0.00
<b>E2.</b>	Avoids chewing gum and smoking.	125	62.1	74	36.8	2	1.00
<b>E3.</b>	Keeps hands, face, body clean and tidy.	165	82.0	34	16.9	2	1.00
<b>E4.</b>	<i>Uses gestures such as pointed fingers.</i>	2	1.00	18	8.96	181	90.0
<b>E5.</b>	<i>The outside attire of the employee is dirty and disorganized.</i>	2	1.00	3	1.49	196	97.5
<b>E6.</b>	<i>Always have problems during check-out.</i>	0	0.00	10	4.98	191	95.0

Positive statements are in standard and negative ones are in italic.  
 R. = Repetitions

**Table (3): The effect of employees' behavior on customers' perceptions and satisfaction**

Variables	Mean	Standard deviation
Customers' perception of service quality	3.7	1.06
Customers' overall satisfaction	3.9	0.9

Results in table (4) indicated also that customers' responses revealed no significant differences between customers from different nationalities, and between customers who were traveling for business or leisure or other reasons, as well as for customers with different number of visits. In addition, no significant difference of satisfaction levels was detected between hotel customers with various length of stay. Based on the previous results, it could be concluded that employees' behaviors have great effect on overall customer satisfaction regardless of customers' gender, nationality, and purpose of visit, number of visits and length of stay. Thus, hypotheses H4 and H5 are not supported.

Previous results can aid managers to determine most important positive and negative behaviors that affect customer satisfaction and then prioritize them according to their importance. This study also advanced the hospitality management literature forward, and would hopefully encourage other researchers to test the proposed model presented in figure (2). The model presented in this study was developed based on findings of the study in addition to the review of literature in the same field. The proposed model is a trial to link employees' behaviors to customers' perceptions of service quality and to overall customer satisfaction based on literature review and results of the statistical analysis.

### Conclusions and implications

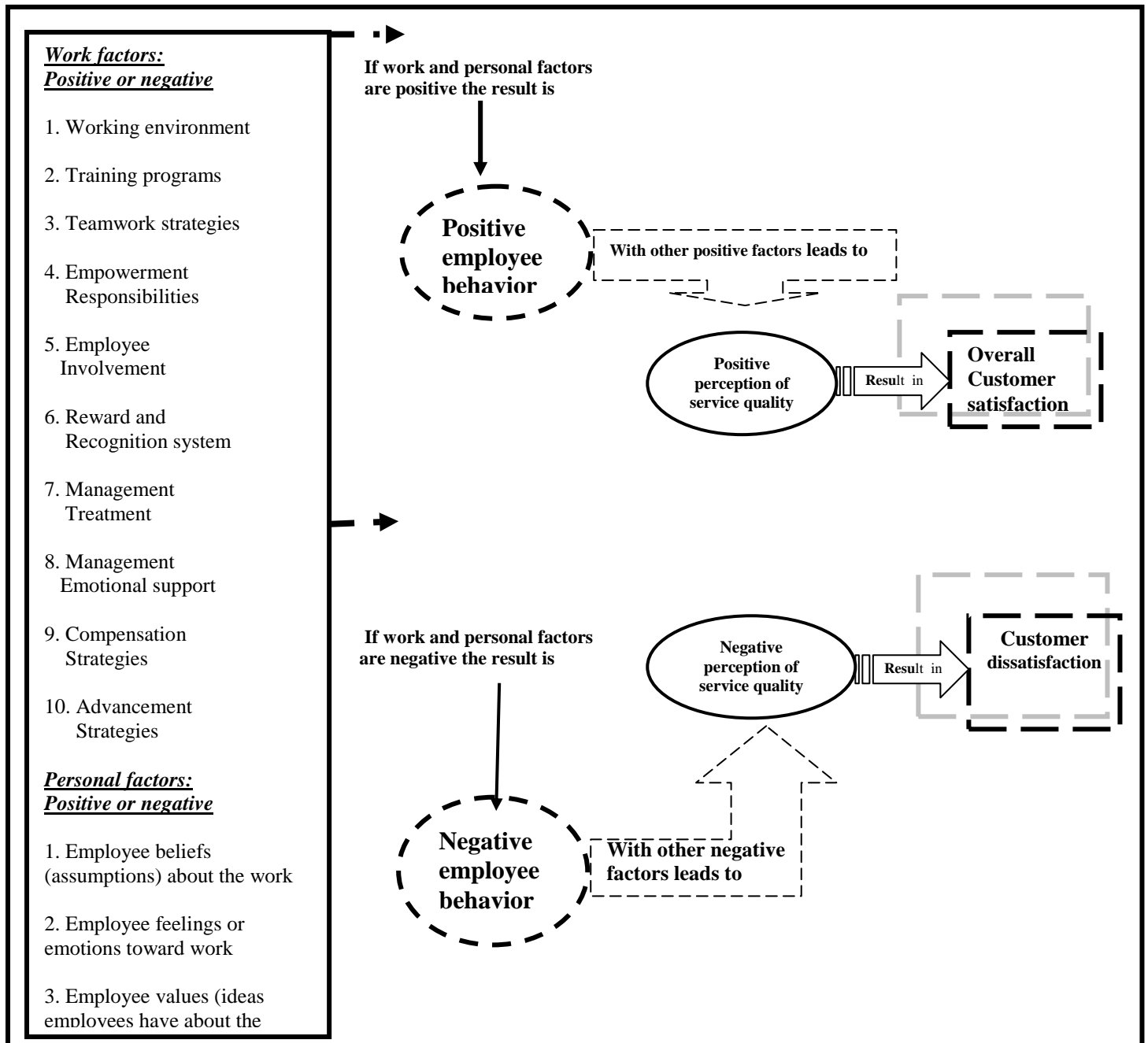
Results of the current study revealed that all employees' behaviors, either negative or positive, are highly correlated to the customers' overall satisfaction. This result is in agreement with the literature and several empirical studies. Moreover, the study traced the impact of behaviors on customers' perceptions and overall satisfaction through studying the relevant literature and gauging opinions on the impact of employees' behaviors on customers' perceptions of quality and their overall satisfaction. Findings in this context confirmed the correlation between these variables and their consecutive and exchanging effect. When studying responses based on customers' profiles and the characteristics of the visit, it was concluded that employees' behaviors have great effect on overall customer satisfaction regardless of customers' gender, nationality, and purpose of visit, number of visits and length of stay. In conclusion, it can be confirmed that human contact is a critical determinant of customer satisfaction, and when customers are satisfied with the human interaction, they may be absolving for other problems. Moreover, the hospitality industry relies heavily upon the provision of service to customers. Many of the product offerings are highly intangible; dependent primarily upon the creation of a positive customer experience. In the hotel sector, as hotel management relies on employees to deliver superior service, thus employees can be a foundation of

competitive advantage. Service quality and customer satisfaction are influenced

considerably by the values and actions of hotel employees.

**Table (4): Customers' satisfaction according to their profile**

Dimensions	P- value by				
	Gender	Nationality	Purpose of visit	Number of visits	Length of stay
<b>1. Reliability</b>					
A1.	0.17	0.12	0.166	0.128	0.236
A2.	0.20	0.33	0.251	0.101	0.086
A3.	0.23	0.17	0.116	0.204	0.168
A4.	0.38	0.31	0.213	0.146	0.286
A5.	0.06	0.41	0.16	0.161	0.177
A6.	0.31	0.19	0.213	0.056	0.282
A7.	0.41	0.31	0.166	0.174	0.122
<b>2. Responsiveness</b>					
B1.	0.31	0.25	0.262	0.081	0.17
B2.	0.18	0.22	0.132	0.119	0.281
B3.	0.13	0.36	0.181	0.263	0.3
B4.	0.02*	0.33	0.263	0.172	0.172
B5.	0.01*	0.22	0.263	0.234	0.11
B6.	0.40	0.36	0.222	0.169	0.137
B7.	0.22	0.33	0.097	0.125	0.177
B8.	0.33	0.22	0.281	0.136	0.096
<b>3. Assurance</b>					
C1.	0.03*	0.16	0.186	0.242	0.102
C2.	0.35	0.14	0.143	0.232	0.19
C3.	0.05*	0.14	0.151	0.279	0.284
C4.	0.36	0.18	0.207	0.265	0.113
C5.	0.09	0.39	0.288	0.3	0.135
C6.	0.44	0.37	0.273	0.099	0.096
<b>4. Empathy</b>					
D1.	0.46	0.21	0.252	0.221	0.251
D2.	0.40	0.27	0.221	0.192	0.081
D3.	0.19	0.36	0.108	0.262	0.161
D4.	0.08	0.25	0.289	0.099	0.124
D5.	0.07	0.41	0.245	0.167	0.297
D6.	0.08	0.31	0.174	0.299	0.248
D7.	0.47	0.17	0.099	0.222	0.113
D8.	0.001*	0.13	0.25	0.159	0.124
D9.	0.06	0.22	0.124	0.08	0.29
D10.	0.02*	0.17	0.209	0.154	0.068
D11.	0.33	0.45	0.217	0.103	0.277
D12.	0.33	0.47	0.133	0.278	0.283
D13.	0.15	0.27	0.214	0.133	0.251
<b>5. Tangibles</b>					
E1.	0.34	0.33	0.166	0.147	0.214
E2.	0.13	0.31	0.251	0.264	0.2
E3.	0.001*	0.18	0.116	0.191	0.076
E4.	0.12	0.26	0.213	0.123	0.103
E5.	0.30	0.14	0.16	0.177	0.134
E6.	0.16	0.16	0.213	0.079	0.059



**Figure (2): A model of the relationship between employee behavior, customer perception of service quality and customer satisfaction** (Source: the study and the review of literature)

By providing exceptional service, hotel employees can enhance the image of the hotel and the level of perceived and actual service quality. Hospitality managers could benefit from these findings as well by adapting strategies to engage and retain highly effective, devoted, and satisfied employees on one hand, and to delight and satisfy their customers on the other. The more managers allocate resources towards employee development, in a

similar fashion as they do with customers, the higher the probability of success the organization will have.

In brief, the results of the current study confirm the findings of Deborah and Wanda (2008) who suggested that developing a method to measure the agreeableness personality trait of hospitality employees could assist hospitality managers in selecting

candidates that have a greater likelihood of delivering quality customer service and ensures customer satisfaction.

It is noteworthy to mention that, several limitations were encountered in the current study. These included that the study was limited to the category of 5-star hotels in Egypt only. Future research should explore other categories of hotels as well as other types of service contexts such as restaurants, motels, etc. The present study used only 40 of the most notable positive and negative employees' behaviors findings of the study were therefore indicative rather than conclusive. Field study was conducted at one specific time, a longitudinal study would be useful, and the participation of employees in the field study will be very useful as well.

This study can well be used to derive many ideas for possible future research such as conducting a research that is exclusively dedicated to search for the factors that affects employees' behaviors and attitudes toward the workplace, and investigating the impact of management way of treatment on employees' performance in the work place. Further research attempts should aim at investigating the same research hypotheses but from two points of view; customers and employees. This is very important to validate the results of this research, and to verify whether customers' and staff members' visions are the same, or different. Moreover, further research may adopt the extension and testing of the model introduced in this study within different types of organizations, examining employee-customer relationships may introduce fruitful results to researching efforts in this area.

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