ORGANIZATIONAL SUPPORT AND CUSTOMER SERVICE EFFICIENCY IN THE HOSPITALITY SECTOR IN NIGERIA

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Abstract

This study investigated the influence of perceived organizational support - specifically employer, supervisor, and coworker support - on customer service efficiency within hospitality organizations in Nigeria. Using cross sectional research design and with data elicited from a sample of 252 respondents, the study employed descriptive and inferential analyses to evaluate the relationship between various support dimensions and service delivery outcomes. The results reveal that all three forms of organizational support contribute positively to customer service efficiency, with supervisor and coworker support emerging as particularly strong predictors. While employer support was slightly lower in perception, its role remains critical in shaping employee engagement and service behavior. These findings highlight the need for organizations to adopt a holistic support strategy that integrates formal institutional backing with interpersonal dynamics. The study underscores the importance of nurturing a supportive work environment to enhance customer-facing performance and recommends further exploration of contextual factors that may moderate these relationships.

Keywords: Perceived Organizational Support, Employer Support, Supervisor, Support and Coworker Support, Customer Service Efficiency

1. Introduction

Customer service quality and efficiency is crucial in the hospitality industry, where high-touch interactions directly influence customer satisfaction and competitive advantage. Globally, research demonstrates that when employees perceive that their organization values and supports them, they are motivated to exceed standard service expectations (Rhoades & Eisenberger, 2002; Vandenberghe et al., 2007). In the hospitality context, where the quality of service is paramount, perceived organizational support (POS) has been shown to foster internal service quality and organizational commitment (Bae, 2023). For example, in hotels, frontline employees who experience a supportive work environment are more likely to exhibit extra-role behaviors that contribute to overall service efficiency and customer satisfaction (Alnaimi, & Rjoub, 2021; Attiogbe, 2024). The study by Martínez-Tur et al. (2017), while exploring employee extra-role efforts and its effects on customer satisfaction in the hotels and hospitality industry in Spain" they established that employee extra-role efforts impact customer satisfaction, especially in situations of service failure recovery. Within travel organizations and the hospitality industry in general the dynamic nature of service delivery requires a robust commitment from employees. Herington and Weaven (2009) investigated travel consultants and found that the moderating influence of organizational support strengthens the relationship between market orientation and employees' ability to deliver quality service. In similar fashion, research on tour guides demonstrates that

adequate organizational support not only enhances quality of work life but also reduces burnout, thereby indirectly improving service outcomes (Alrawadieh & Alrawadieh, 2022). Furthermore, studies examining helpful organizational behaviors in hotels indicate that when employees feel supported, they are more likely to engage in service-oriented behaviors that translate into higher customer service efficiency and that POS clearly influenced extra role behaviours for customer satisfaction (Wu & Liao, 2016; Alnaimi, & Rjoub, 2021).

Perceived organizational support refers to employee beliefs and opinions regarding the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Literature highlights the benefits of organizational support on employee performance and customer service outcomes (Bizri & Hamieh, 2020; Attiogbe, 2024) hence the need for managers and planners to give attention to this subject. It is observable however that despite the strategic necessity of maintaining customer service quality efficiency in the hospitality industry, several organizations ranging from hotels to travel agencies and tourism planning firms continue to face challenges such as service variability, inconsistent service quality and high employee turnover leading to service failures and a litany of customer complaints. Preliminary evidence suggest that these challenges may be partially attributed to inadequate or deficient organizational support. It is argued that when employees do not perceive that their contributions are valued or that their well-being is prioritized, their motivation to deliver exceptional service is likely to diminish (Rhoades & Eisenberger, 2002; Vandenberghe et al., 2007).

While studies such as those by Herington and Weaven (2009) and Wu and Liao (2016) have illustrated the role of perceived organizational support in enhancing frontline service delivery in travel and hotel settings, there is a paucity of research that directly addresses its effect on customer service efficiency across the broader hospitality spectrum especially in Nigeria. Moreover, although the global literature firmly establishes the positive effects of organizational support on employee performance, the application of these findings in the specific operational environments of hotels, human care travel agencies, and tourism planners remains underexplored especially in the Nigerian scenario as a developing nation. This gap highlights the need for a dedicated empirical investigation into how perceived organizational support would enhance customer service efficiency in this unique, high-contact industry more so the massive benefits accruable and potential for development embedded in the sector makes this study crucial. Therefore, this study seeks to fill a critical research gap by investigating how perceived organizational support influences customer service efficiency among employees within the hospitality sector. We focus on organizations in hotels, travel and tourism management operations.

2. Theoretical Background
2.1. Theoretical Review:
2.1.1 Organizational Support Theory (OST)

Introduced by Eisenberger et al. (1986), posits that employees form beliefs about how much their organization values their contributions and cares for their well-being. This perception influences attitudes such as job satisfaction, commitment, and performance. The theory suggests that employees reciprocate support through enhanced loyalty and productivity. POS also meets socioemotional needs, fostering a sense of belonging and value. High levels of support from employers, supervisors, and coworkers often result in increased motivation and service quality.

2.1.2. Social Exchange Theory (SET)

The social exchange theory explains workplace relationships as a series of reciprocal exchanges. In this context, when employers provide beneficial resources (such as support, recognition, and fair treatment), employees respond by offering improved performance and engagement. This mutual exchange underlies many of the positive outcomes associated with high levels of organizational support (Blau, 1964).

2.1.3 Psychological Contract Theory

This theory centers on the implicit, unwritten expectations between employees and their employers. When employees perceive that these psychological contracts are honored - meaning that the organization meets its implicit promises regarding support, respect, and fairness - they are more likely to respond with higher levels of commitment, discretionary effort, and improved performance (Rousseau, 1995).

2.1.4 Service-Profit Chain Theory

This theory links internal service quality to employee satisfaction, which in turn leads to superior external service quality and customer loyalty. By emphasizing the connection between employee well-being and customer perceptions, the Service-Profit Chain offers a framework for understanding how efficient internal processes translate into improved customer service outcomes (Heskett et al., 1994).

2.1.5 Queuing Theory

Originating from operations research, queuing theory provides mathematical models to analyze the flow of customers through service systems. It helps organizations optimize staffing levels, reduce customer wait times, and increase the overall efficiency of service delivery processes. In hospitality settings such as at hotel check-ins or travel agency counters this theory is instrumental in managing customer flow and improving service turnaround (Gross, Shortle, Thompson, & Harris, 2008).

2.2. Conceptual Review
2.2.1 Customer service quality / efficiency

Service quality is determined by comparing customers' expectations with their actual experiences, making it a critical focus for organizations (Igbinedion & Adedoyin, 2024). Corporate service quality and efficiency pertains to how well an organization offers her products and services to customers in relation to the time and resources required for delivery. Essentially, efficiency in customer service pertains to an organization's capacity to provide high-quality service promptly and cost-effectively. It involves optimizing processes, utilizing resources effectively, and offering effective solutions to customers. define service quality as consumers' overall impression of an organization's competence and service effectiveness. Parasuraman, Berry, and Zeithaml (1985; 2012), developed the SERVQUAL scale to measure customer perceptions of service quality which is commonly assessed through dimensions such as: Tangibles – refer to the visible aspects of service delivery. This includes the condition of facilities, the functionality of equipment, and the professionalism of service personnel. Studies have shown that tangibles are a significant driver of customer satisfaction in service encounters (Igbinedion & Adedoyin, 2024; Sureshchandar, Rajendran, & Anantharaman; 2002) and have also been linked to outcomes such as customer loyalty and favorable word-of-mouth/referrals (Zeithaml, Berry, & Parasuraman,1996; Oliver,1980). Reliability: This

describes the extent to which a service provider can provide the promised service in a consistent and timely manner. Many studies have highlighted the importance of reliability in shaping customer perceptions of service quality (Crosby, Evans, & Cowles, 1990; Igbinedion & Adedoyin, 2024). Responsiveness: This is the willingness of service providers to provide prompt and helpful service to their customers and describes the extent to which service providers can effectively and efficiently address customer needs and concerns. Studies have emphasized the importance of responsiveness in shaping customer perceptions of service quality (Johnston and Clark, 2005; Adedoyin & Igbinedion, 2024). Employees are to demonstrate responsiveness and ensure that they provide prompt and helpful service to their customers. Assurance: Assurance describes the ability of service providers to instill trust and confidence in their clients and describes the extent to which customers feel that they can rely on the service provider to deliver the service as promised. Scholars have shown the links between assurance and service quality and establish it as a key predictor essential in shaping customer expectations, satisfaction and loyalty (Igbinedion & Adedoyin, 2024). Empathy on the other hand refers to service provider compassionate, caring, and sensitive concern to customer needs and describes service provider ability to understand and respond to customer emotions and feelings. There is significant link between empathy and service quality and empathy influences customer expectations, satisfaction and loyalty (Adedoyin & Igbinedion, 2024). Some studies like Wu and Liao (2016) have shown that the customer service quality and efficiency depend on the level of organizational support as perceived by the employees.

2.2.2 Perceived organizational support

Perceived organizational support captures the extent to which employees feel that the organization is committed to their personal and professional interests and is willing to provide them with the necessary resources to succeed. The organizational support practices relate to how employees evaluate, judge, and believe that their employer values their contributions and care for their well-being through the offering of valuable job resources at the level of interpersonal and social relation, at the level of the task, and at the level of reward systems (Eder & Eisenberger, 2008). Such support practices are however evaluated from employer, supervisor and fellow employees' benevolent treatment, respect and assistance provided to employees in meeting their socio-emotional needs (Eder & Eisenberger, 2008). Employees would normally reciprocate apparent support the organization offers by demonstrating charitable behaviour, seeking to offer exceptional service to satisfy customers, speaking and acting proactively to upgrade current job practices and speaking reasonably against disreputable and unprincipled behaviours, either at the individual, group or organizational levels (Akhimien & Alasa, 2022). This is as expected in line with the norms of reciprocal relationships in the theory of social exchange. According to the organizational support theory (OST) when employees perceive that their organization values their contributions and cares about their well-being, they feel obligated to reciprocate with increased commitment, performance, and loyalty. This theory builds on the idea that supportive organizational practices lead to positive employee attitudes and behaviors (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

2.2.3 Dimensions of Perceived Organizational Support

According to Afsar and Badir (2017) perceived organizational support is multifaceted, encompassing various sources of support within the workplace. Some forms of support

are tangible in nature - such as observable organizational practices such as fair compensation, opportunities for career development, training, and safe working conditions; intangible or emotional support: such that employees perceive that the organization, through its policies and culture, respects, listens to, and cares for them. This intangible aspect covers recognition, empathy, and the fostering of a supportive work climate, signaling that employees are valued beyond measurable outputs (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). One study presents the categorization of organizational support in terms of primary dimensions such as - employer support, supervisor support, and coworker support (Akhimien & Alasa, 2022). We here review these different forms and their relations with customer service efficiency.

2.2.4 Employer Support and its relations with customer service efficiency

Employer support represents the organization's overarching commitment to its employees. This includes fair policies, recognition of employee efforts, and provision of resources necessary for job performance. Eisenberger and Rhoades (2001) highlighted that when organizations demonstrate concern for employee well-being and acknowledge their contributions, employees are more likely to develop a strong sense of POS. In a seminal study conducted within Canadian fast-food establishments, Vandenberghe and colleagues in 2007, examined how employees' perceptions of organizational support influenced their helping behaviors during customer encounters. Using matched data from 133 employee–customer dyads and applying hierarchical linear modeling, the authors demonstrated that higher perceived employer support significantly enhanced employees' willingness to go beyond formal job requirements - a key behavior that underpins customer service efficiency. Their findings indicate that when employees feel valued and cared for by their employers, they are more responsive and effective at meeting customer needs. Wickramasinghe and Perera (2012) conducted a study that investigated the influence of perceived organization support (POS), employee engagement, and organization citizenship behaviour (OCB) on quality performance using certified manufacturing firms in Sri Lanka. Using structural equation modelling technique for data analysis, part of their results established that was found that organization citizenship behaviours demonstrated by employees mediate the relationship between POS and quality performance. In a comprehensive review of the literature on perceived organizational support, Rhoades and Eisenberger (2002) synthesized findings from numerous empirical studies. Although not limited exclusively to service settings, their meta-analysis confirmed that employees who perceive greater support from their organization tend to exhibit enhanced job performance, including behaviors that directly improve customer service efficiency. Their work underscores the idea that supportive employer practices cultivate a work environment where employees are more engaged and proactive in delivering high-quality service. In their study, Bizri and Hamieh (2020) demonstrated how organizational support and fairness perceptions influence employee behavior. The findings revealed that employees who perceived a high level of organizational justice and support were more engaged in their work and exhibited stronger affective commitment. These employee positive work attitudes, in turn, significantly predicted the display of extra-role behaviors such as going the extra mile for customers or helping coworkers. Most notably, the findings provided empirical support that when employees feel valued and supported internally, they are more inclined to extend their positive attitudes and behaviors externally, leading to improved customer experiences and organizational performance. Drawing on a conceptual review of organizational factors, Rounak and

Misra (2020) examined how components of an employee value proposition - such as perceived organizational support -influence employees' internal assessments of value. Although their study was primarily conceptual, the authors argued that enhanced perceptions of support lead to higher employee engagement and commitment, which in turn foster behaviors that are critical for efficient customer service delivery. Their analysis supports the notion that strategic employer policies serve as a powerful catalyst for improved service outcomes. In all, these empirical studies converge on the conclusion that when employees perceive strong support from their employers, they are more motivated to engage in discretionary behaviors that directly improve customer service efficiency. In view of the above this study hypothesizes that:

H1: There is no statistically significant effect on perceived employer support on client services efficiency

2.2.5 Supervisor Support and its relations with customer service efficiency

Supervisors act as agents of the organization, and their behavior significantly influences employees' perceptions of organizational support. Eisenberger et al. (2002) found that perceived supervisor support (PSS) is a strong predictor of POS, as supervisors' actions are often interpreted as indicative of the organization's stance. Liaw, Chi, and Chuang (2010) conducted in a service context in Taiwan, their study investigated how transformational leadership influences employees' customer orientation through the mediating effect of perceived supervisor support. Data were collected from 212 employee - customer dyads across 55 retail stores. The researchers found that supervisor support was a critical mediator; employees who felt supported by their supervisors displayed enhanced customer orientation, ultimately translating into more efficient and responsive customer service. Li et al. (2025) in a large-scale study involving 933 employees from a Chinese construction company, the researchers explored the impact of supervisor support on employees' helping behaviors which is a key component of service delivery. Employing structural equation modeling, the authors found a significant positive relationship: when employees perceived stronger support from their supervisors, they were more inclined to exert extra effort in service interactions, thereby enhancing customer service efficiency. Manzoor (2024) focusing on public sector employees in Pakistan, Manzoor investigated the serial mediation effects of approach job crafting and thriving at work in the relationship between perceived supervisor support and job satisfaction. Although the primary outcome was job satisfaction, the study demonstrated that supportive supervision sets in motion adaptive behaviors that not only improve employee well-being but also translate into more efficient service responses. Such improvements, when extended to customer service contexts, suggest that relatively high levels of supervisor support can be expected to boost overall service efficiency. In view of the above this study hypothesizes that:

H2: There is no statistically significant effect on perceived employer support on client services efficiency

2.2.6 Coworker Support and its relations with customer service efficiency

Coworker support pertains to the assistance and empathy provided by colleagues. While traditionally considered less influential on POS compared to supervisor support, recent studies suggest that coworker support can significantly impact POS, especially in collaborative work environments. Chiaburu and Harrison (2008) This meta-analysis pooled findings from a variety of studies to assess the impact of coworker support on

employee attitudes and behaviors. The authors found that supportive coworker interactions are significantly associated with reduced role stress and enhanced cooperative behaviors. Such an environment not only improves overall job satisfaction but also indirectly boosts customer service efficiency by ensuring that employees function as a cohesive unit during customer interactions. Liaw, Chi, and Chuang (2010) Within the same Taiwanese study noted earlier, the role of coworker support was examined alongside supervisor support. Although coworker support did not mediate the relationship between transformational leadership and customer orientation as strongly as supervisor support, the data still revealed a positive association with service outcomes. Under conditions where team collaboration is high, supportive coworker networks contribute to more effective and expedited customer service delivery. Lin and Lin (2011) conducted a study among employees in international hotels in Taiwan and Japan to investigate the impact of coworker relationships on job satisfaction and organizational commitment. Their empirical analyses revealed that positive coworker interactions significantly increased both job satisfaction and commitment, factors that are closely linked to improved service quality and efficiency. In service industries such as hospitality, where teamwork is critical, these findings strongly support the role of coworker support in fostering a responsive customer service environment. Basford, Offermann, and Wirtz (2012) In another study focusing on service-sector employees, Basford and colleagues examined the broader implications of coworker relationships for employee motivation and retention. Their results demonstrated that positive coworker interactions enhance motivation and commitment, thereby reducing turnover and ensuring continuity in customer service delivery. Coworker support has capacity to reduce stress and foster collaboration. It plays an important role in enhancing customer service efficiency. Although its influence may be less direct than that of supervisor support, a network of positive coworker relationships creates the conditions necessary for seamless team performance and effective service delivery. In view of the above this study hypothesizes that:

H3: There is no statistically significant effect on perceived coworker support on client services efficiency

2.3. Research Gaps and Hypothesis Development

The studies reviewed offer some evidence that organizational support through its dimensions contribute to customer services efficiency. It is worthy of note however that most of the studies are of foreign origins with very few studies from Nigeria. This research is therefore imperative as it aimed to explore the peculiar situation of the Nigerian hospitality industry using selected organizations across Edo and Enugu States for which to the best of the researchers' knowledge there exist an apparent paucity of studies. Addressing this gap would contribute to the organizational support and customer services efficiency literature as it is hoped to lend support to the existing theories and also provide new insights on the subject matter. Against this background, this research sought to examine how the identified components of organizational support through its dimensions contribute to customer services efficiency in the selected hospitality organizations. In the view of the foregoing, the following earlier hypothesized relationships were tested:

H1: There is no statistically significant effect of perceived employer support on client services efficiency

H2: There is no statistically significant effect of perceived supervisor support on client services efficiency
H3: There is no statistically significant effect of perceived coworker support on client services efficiency

3. Methods

We utilized a cross-sectional design for this research. The study was implemented by carrying out a survey. We adopted this method because of its usefulness in managing large sample sizes and other benefits. The survey was conducted using employees from hotels, hospitality businesses and tour agencies in the state capital cities of Edo and Enugu States of Nigeria. The sampled hotels and hospitality businesses were intentionally chosen based on factors such as the huge workforce, massive customer patronage and their years of experience. A total of six hotels and two tour agencies participated in the study. The respondents were employees of the participating hotels and allied hospitality businesses totaling 284 people. We used purposive and convenience sampling approaches and distributed a total of 284 copies of the research instrument to the eight participating organizations. The response rate was 88.7.% as only 252 copies of the instrument were duly returned and found usable.

The instrument for the study was a properly structured 25 item questionnaire focused on the measures of the dependent and the independent variables. The instrument comprising five items for each of the independent variables and ten items for the dependent variable. We designed the instrument in a 5-point Likert-type scale, ranging from strongly disagree to strongly agree to assess the statement items and allow participants freely respond. The variables investigated were perceived employer support, perceived supervisor support, perceived coworker support and customer service efficiency. The items measuring the variables were adapted from the literature on organizational support and customer service quality and efficiency. The statement items were garnered from literature and modified to suit the purpose of our study. We used the face and content validity method to achieve the validity of the instrument. Contributions from academic and industry experts on the subject matter were incorporated during the design of the instrument to assure all aspects of the study were duly covered.

We conducted a pilot study to ascertain the reliability of the instrument using the Cronbach's alpha reliability coefficient test. The alpha values for all the variables ranged between 0.76 and 0.88, exceeding the acceptable threshold of 0.70 for a reliable and standardized measure, as recommended by Nunnally (1978). The reliability results obtained were - perceived employer support = 0.76; perceived supervisor support = 0.81, perceived coworker support = 0.88 and customer service efficiency = 0.79.

We used multiple regression analysis test the hypotheses at a 5% level of significance with the aid of the SPSS software to investigate the relationships between the variables. The functional regression model is given as:

CSE = f (POS) *1*
Whereas POS = PES, PSS, PCS, ... *2*
Then:
CSE = f (PES, PSS, PCS) *3*
The econometric form of the research model is given as:
$CSE = \beta o + \beta 1 PES, + \beta 2 PES, + \beta 3 PES, + et$ *4*
Where:
POS　　= perceived organizational support (PES, PSS, PCS)
PES　　= perceived employer support with the following items: PESI1, - PESI5

PSS   = perceived supervisor support with the following items: PSSI1, - ETOI5
PCS   = perceived coworker support with the following items: ADI1,- ADI5
CSE   = customer service efficiency with the following items: CSEI1, - CSEI10
ε_0 = Error term
β_0 = Intercept of model constant
$\beta_1 - \beta_3$ = are the regression coefficients,

4. Results and Discussion

4.1. Descriptive Statistics:

A mean performance index was applied to summarize the data, as presented in this table below.

Table 1. Mean index of studied variables.

	Variables	N	Minimum	Maximum	Mean	Std. Deviation
1.	Perceived employer support	252	1	5	3.72	0.928
2.	Perceived supervisor support	252	1	5	4.02	0.962
3.	Perceived coworker support	252	1	5	4.16	0.884
4.	Customer service efficiency	252	1	5	3.99	1.140

Research output, 2025

Table 1 presents the mean index and standard deviation values of the key variables in this study, as measured across 252 valid responses. The analysis revealed that perceived coworker support recorded the highest mean score (M = 4.16, SD = 0.884), indicating that employees feel well-supported by their peers in the workplace. This aligns with findings by Chiaburu and Harrison (2008), who highlighted that coworker relationships can significantly influence employee motivation, job satisfaction, and subsequent performance. Perceived supervisor support followed closely (M = 4.02, SD = 0.962), suggesting that employees perceive their immediate supervisors as a reliable source of guidance and encouragement. This corroborates Eisenberger et al. (2002), who posited that supervisor support is a critical component of perceived organizational support (POS), which fosters affective commitment and workplace engagement. Interestingly, customer service efficiency was also rated relatively high (M = 3.99, SD = 1.140), though with the largest standard deviation among the variables, indicating greater variability in respondents' perceptions. This could suggest inconsistencies in customer-facing processes or varied levels of service delivery across departments. Nevertheless, the positive mean score supports previous research by Liao and Chuang (2004), who noted that internal support significantly enhances employees' ability to deliver efficient and effective customer service. Perceived employer support, however, received the lowest mean score among the constructs (M = 3.72, SD = 0.928), albeit still above the neutral midpoint. This finding implies that while institutional support exists, it is not perceived as strongly as the support from immediate supervisors or peers. This may reflect a gap in strategic communication or policy implementation from higher-level management to front-line staff. Rhoades and Eisenberger (2002) emphasized that employer-level support is crucial for fostering organizational identification and long-term commitment, underscoring the need for improved top-down support strategies.

4.2. Hypothesis testing

The hypotheses were tested using regression analysis.

Table 2. Summarized Regression Result Output

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.918	.202		7.832	.001
	PES	.054	.041	.307	3.974	.004
	PSS	.089	.057	.414	5.071	.000
	PCS	.163	.078	.527	8.203	.000
R	.680a					
R square	.462					
Adj. R square	.455					
F stat	44.116					
F sig	0.000					

a. Predictors: (constant), PES; PSS; PCS
b. Dependent variable: Customer Satisfaction

Table 2 shows a coefficient R value of 0.68 (68%) which indicate that there exists a linear direct relationship between perceived organizational support and customer service efficiency. Also, a coefficient of determination R square value of 0.462 (46.2%) shows that perceived organizational support accounts for 46.2% of the customer service efficiency; an adjusted R square of 0.455 (45.5%) and with an F stat of 44.116, and the p-value is 0.000 which is significant at 0.05. This suggests the model used in this study is okay for the data. From the results, with an R square value of 0.462 (46.2%) it implies that (1- 0.46) i.e about 54% of customer service efficiency in the sampled hospitality organizations are accountable for by other factors. The relationship between perceived organizational support and customer service efficiency is significant at (t = 7.832; p = 0.001). This supports the hypothesized relationship that the perceived organizational support in aggregation is significantly related with customer service efficiency in the hospitality businesses. The multiple regression results show that all dimensions of perceived organizational support explored were significant as shown in Table 2 above. Specifically, the findings show that perceived employer support (t = 3.974, beta = 0.307, p =.004); perceived supervisor support (t = 5.071, beta = 0.414, p =.000); and perceived coworker support (t = 8.203, beta = 0.527, p =.000) were all statistically significant predictors with perceived coworker support exhibiting greatest effect on customer services efficiency

4.3. Discussion of Findings

With respect to hypothesis one on perceived employer support and customer service quality efficiency, our study found that when employees feel that their employer cares about their well-being and values their contributions, service quality efficiency significantly improves. This is consistent with Vandenberghe et al. (2007), who investigated employee–customer encounters in fast-food establishments in Canada. In their study, they collected matched data from 133 employees and customers and used hierarchical linear modeling to reveal that higher levels of perceived organizational support led to enhanced helping behaviors among employees. Because helping behavior is a crucial component of service quality efficiency, our findings extend this insight by

affirming that supportive employer policies not only boost morale but also drive operational efficiency on the service side. In contrast, some studies have suggested that low levels of organizational support can increase turnover and reduce performance, indicating that our finding of a positive relationship serves as a vital reminder for organizations to invest in supportive practices.

Concerning hypothesis two on perceived supervisor support and customer service quality efficiency, our study found that when employees Our results also underscore the direct impact of perceived supervisor support on service quality. Li et al. (2025) conducted a large-scale study involving 933 employees from a Chinese construction company. They assessed how supervisor support influenced employees' helping behaviors behaviors that are critical for maintaining high service quality. Using structural equation modeling, they found a significant positive correlation; employees who felt supported by their supervisors tended to show higher organizational identification and a stronger desire to prove their abilities, which, in turn, enhanced service quality. Similarly, in a study by Liaw et al. (2010) in Taiwan which involved 212 service employee customer dyads supervisor support was found to mediate the relationship between transformational leadership and customer orientation (an antecedent to service quality. This convergence suggests that a supervisor's role is particularly crucial: supportive supervision not only motivates employees but also fosters behaviors that result in better service outcomes. However, as these studies demonstrate, context matters; when other mediators (such as coworker support) are evaluated concurrently, the unique contribution of supervisor support becomes even more apparent.

For hypothesis three on perceived coworker support and customer service quality efficiency, our study found that when employees Our analysis further indicates that coworker support exerts a significant positive influence on customer service quality. Coworker support - encompassing both instrumental help (such as sharing relevant information or assisting with tasks) and emotional encouragement - creates a collaborative atmosphere that enables frontline workers to better address customers' needs. The meta-analysis by Chiaburu and Harrison (2008) synthesizes findings from multiple studies, showing that coworker support is moderately associated with improved job attitudes and lower role stress, which can translate into more effective service delivery. However, not all research paints a uniformly positive picture. For example, Liaw et al. (2010) noted that coworker support did not significantly mediate the relationship between transformational leadership and customer orientation in their Taiwanese sample. This divergent evidence suggests that while coworker support can enhance customer service quality, its impact may be more contingent on specific organizational or team dynamics. Our results contribute to this discussion by showing that, within our context, coworker support does indeed play a vital role in ensuring high standards of customer service quality.

Overall, the findings affirm that a well-rounded support system - including employer, supervisor, and coworker support - is essential for enhancing service quality. Supportive practices from supervisors and employers significantly contributed to service efficiency and performance. Future studies may explore how factors like team structure, culture, or job complexity will influence the coworker support's influence on service outcomes. This will provide deeper insights into when support mechanisms are most effective. Our results emphasize the value of interpersonal support, especially from supervisors and coworkers in supporting positive workplace outcomes. The relatively lower perception of employer

support suggests the need for improvement through initiatives like leadership development and transparent strategic communication.

5. Conclusion

Our study demonstrates that a supportive work environment in its various forms is crucial to improving customer service delivery and that strengthening both formal and informal support systems within the organization can boost employee morale and enhance service efficiency. We conclude that a multi-tiered support system effectively builds employee capacity to deliver superior service. While employer and supervisor support consistently pave the way toward enhanced service outcomes, the contribution of coworker support may depend more on specific organizational dynamics.

Based on our findings we offer the following recommendations:

1) The hospitality businesses should enhance their organizational support structures and develop comprehensive employer policies.
2) The hospitality businesses should improve internal communications and invest in programs that clearly communicate the corporate commitment to employee well-being.
3) The hospitality businesses should also promote effective leadership development for supervisors and prioritize emotional intelligence, constructive feedback, and employee empowerment as supportive supervision directly enhanced service quality and helped foster organizational identification
4) Managers should establish routine feedback sessions and use performance appraisal systems that underscore the role of supportive supervision in driving service outcomes.
5) Managers should support team building and knowledge sharing as our results confirm that coworker support is crucial to service quality improvement.

To further deepen the understanding of how different forms of organizational support influence service quality outcomes, future research should consider longitudinal studies, the effects of moderating and mediating variables, and conduct studies across different sectors and industries to see what results would hold true. These comparative studies would build on the current findings and test the generalizability of the relationships documented in our study.

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