

# Procedural Fairness Climate Influences Hotel Staff Behaviour

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Services companies are demanded to maintain service-oriented organisational behaviour of their staff to support optimisation of company performance, including for hotel industry. This behaviour directs staff to be loyal and have active participation whilst giving maximum services.

“The organisational behaviour that is service oriented of the staff would build a communication bridge between the organisation and customers,” said Heru Kristanto, lecturer in Business from Universitas Kristen Duta Wacana on Monday (5/9) during his doctoral promotion at Faculty of Economics and Business UGM.

Heru said the organisational behaviour that orientates towards services also represents the organisation to customers as reflected in the benefits of such behaviour to staff, customers, and organisation. His research on 425 staff on the front lines from 56 non-starred and starred hotels in Yogyakarta revealed that the service-oriented organisational behaviour is very much influenced by procedural fairness climate.

“Such influence happens directly or through mediation of perceived organisational behaviour and

exchange between leaders and members,” he said.

Other findings are: staff that tend to perceive fairness from direct supervisors are based more on work procedures rather than on emotional closeness. This condition is caused by the phenomena of outsourcing and freelance staff amidst the tight hotel competition. Outsourcing staff tend to perceive relations with direct supervisors as a form of work contract. Emotional relations tend to be with supervisors in outsourcing companies.

“Outsourcing staff having excessive organisational behaviour is due to fears of losing their jobs instead of good treatment from supervisors,” said Heru.

He saw that outsourcing staff need adequate induction on work climate and culture of hotel to create harmony while giving services to customers. This is important to do because there is a difference in work culture between the outsourcing companies and the hotel where they work.

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