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Employee Effects on Organizational Outcomes: Korean Travel Industry

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A B S T R A C T

Purpose: This study aimed to identify the structural relationships among the self-efficacy, job satisfaction, organizational commitment, and customer orientation of travel agency employees in Seoul, Korea.

Design/methodology/approach: Questionnaires were distributed to 250 potential respondents between February 1 and February 20 of 2020. The 225 valid cases were employees at travel agencies in Seoul. Data from the self-administered questionnaires were used to perform frequency, factor, and regression analyses.

Findings: The study devised six hypotheses based on a review of the previous literature. The results found that self-efficacy positively influenced organizational commitment and job satisfaction, job satisfaction positively influenced customer satisfaction and organizational commitment, and self-efficacy and organizational commitment positively influenced customer orientation. Unlike previous studies, the validity and reliability of the constructs measuring the underlying factors were tested, and new measurement items were developed. The variation found among the statistical relationships provides support for strategic implications and fundamental data for personnel policies in the travel industry.

Research limitations/implications: This study's respondents' self-efficacy was positively influenced by job satisfaction, organizational commitment, and customer orientation. Future studies may extend samples across the provinces in Korea for a comparative assessment of the results. Also, because the study focused on emotional commitment and do not consider other types of commitment, future studies should include measures of more of the dimensions of commitment to analyze relationships between organizational effectiveness and organization achievements.

Originality/value: This study provides original and important results on the relationship between organizations and their employees.

Keywords: Self-efficacy, job satisfaction, organizational commitment, customer orientation

I. Introduction

In today's global business environment, enterprises regard a human resources management as an important factor to have competitiveness and long-term success. It is well-known fact that an enterprise's key to success lies in its organizational members who take the lead in making changes and performing their job responsibilities (Collins & Porras, 1994). To secure well-trained human resources, employees could make competition be stronger and leads the foundations compatible on organizational goals (Ozkeser, 2019).

Therefore, as compared to other industries, travel industry heavily relies on personal service provided by employees (Kloutsiniotis & Mihail, 2020), employees in travel agencies have direct contact with customers

whose satisfaction is influenced by the nature of its employees' customer orientation (Hartline & Ferrell, 1996; Kloutsiniotis & Mihail, 2020).

Within that industry, even if Covid-19 has led to serious profit declines and bankruptcies, travel agencies has tried to overcome employees' anxiety and fear from the disaster of COVID-19 and to promote employees' psychological recovery through training program focusing on improvement of self-efficacy and organizational commitment (Zenker and Kock, 2020). Travel agencies could also achieve a competitive edge through human resources management; especially employees' attitudes and behaviors could significantly contribute to achieving a companies' competitiveness (Ambrož & Omerzel, 2017).

In Korea, studies dealing with the relationship among self-efficacy, job satisfaction, organizational commitment, and customer orientation in travel agencies are rare (Choi & Lee, 2014; Choi & Shin, 2020). An increasing focus on self-efficacy has found that it has a positive influence on job satisfaction and organizational commitment, increases employees' accomplishments, and job satisfaction and organizational commitment have been stressed as important factors to enhance customer orientation by inducing positive job attitudes and behaviors (Burmann & Zeplin, 2005). In addition, self-efficacy could improve customer orientation, and job satisfaction has been found to positively influence organizational commitment (Choi & Lee, 2014) and self-efficacy influenced job satisfaction and organizational commitment significantly (Demir, 2020). Job satisfaction was the most powerful antecedent variable that had affected organizational commitment (Harrison & Hubbard, 1998; Swider et al., 2011).

A large body of research has been published on personnel organization and organizational effectiveness, but analyses tend to focus on hospitals, department stores, and the food service industry as opposed to other types of businesses. Although the travel industry is important to Korea's economy because it took 2.8 percent of GDP and employed 275,619 people (An et al., 2021), few studies have specifically investigated travel agencies along these lines. Moreover, previous studies have analyzed self-efficacy as a moderator or mediator, and this study therefore examined its direct link to organizational effectiveness, through job satisfaction and organizational commitment, as an antecedent factor. Furthermore, travel agencies heavily depend on human resources management, suggesting that higher self-efficacy and organizational effectiveness improve customer satisfaction and business outcomes.

The purpose of this study was to identify the statistical relationships among the self-efficacy, job satisfaction, organizational commitment, and customer orientation of Korean travel agencies' employees and to determine specific and practical implications for their human resources management. In particular, the study tests the validity and reliability of its measures of organizational commitment to develop new measurement items, develop strategic implications, and identify effective organizational management and personnel policies, which provide a foundation for future studies on travel agencies' personnel management.

II. Literature Review and Hypotheses

A. The Relationship between Self-efficacy, Job Satisfaction, and Organizational Commitment

The self-concept was so closed to organizational outcomes that many researches have recently been conducted on positive psychological capital including hope, self-efficacy, resilience and optimism. Especially, self-efficacy was an important factor to influence job satisfaction and organizational commitment (Jung & Yoon, 2015; Demir, 2020).

Bandura (1986) defined self-efficacy as an individual's confidence in his or her abilities to succeed in carrying out specific activities. The concept is not related to the techniques an individual uses to achieve goals; it comprises those actions that individuals could perform regardless of technique, which is an important factor to individuals' capability systems. Previous studies on self-efficacy have found that individuals with relatively more self-efficacy are more likely to endure pain and stop undesirable actions than are those with

less self-efficacy. Gkolia et al. (2014) stated that self-efficacy positively affects job satisfaction. Furthermore, employees with high self-efficacy tend to take greater responsibility for accomplishing their job assignments, set more difficult and challenging goals for themselves, and more easily face challenges than do those with low self-efficacy. These outcomes suggest that self-efficacy strongly relates to factors that influence task performance, such as employees' motivation, job satisfaction, and organizational commitment (Kirkpatrick & Locke, 1996; Prussia et al., 1998; Rosario et al., 2009). High self-efficacy implies that an employee understands the organization's goals, highly rates his or her personal abilities to accomplish tasks, and has high task performance, and the more employees' self-efficacy beliefs increased, the more their job satisfaction, organizational commitment increased. Both job satisfaction and organizational commitment were highly linked to the sense of self-efficacy (Demir, 2020).

The previous studies have found significant relationships among self-efficacy, job satisfaction, and organizational commitment, and, therefore, the following hypotheses were derived.

H1: Self-efficacy positively and significantly influences job satisfaction.
H2: Self-efficacy positively and significantly influences organizational commitment.

B. The Relationship between Self-efficacy and Customer Orientation

Internal marketing in organization plays a pivotal role to increase employee's self-efficacy and performance outcomes, and employees with high self-efficacy are more likely to try to satisfy customers, which eventually increases job satisfaction and customer orientation in organization (Hartline & Ferrell, 1996; Gountas et al., 2014; Jeon & Park, 2021). Furthermore, satisfied employees tend to provide customer service more than his or her expectations (Donovan et al., 2004), and it is consistent that employees oriented for customers be more easily to feel job satisfaction, as opposed

to those low self-efficacious responds to customer less effectively (Judge & Bono, 2001).

Park and Nam (2008) pointed out that higher self-efficacy could indicate a kind attitude and thoughts and behaviors oriented toward customers when employees come into contact with them because self-efficacy induces spontaneous and positive emotions regarding customers. Those who had high self-efficacy demonstrated positive behaviors, bright outlooks, and warm emotions toward customers, and they implemented more efficient service with better customer orientation (Lee & Chung, 2008).

Suh et al. (2010) found that the self-efficacy of employees working at a call center positively influenced customer orientation, and Kim and Lee (2014) found that employees with high self-efficacy in the hotel industry could improve customer orientation because self-efficacy was a very important core capacity in the spontaneous behaviors of human resources. These findings suggest that employees with high self-efficacy relate positively to customer orientation, and the following hypothesis was derived.

H3: Self-efficacy positively and significantly influences customer orientation.

C. The Relationship between Job Satisfaction and Organizational Commitment

Job satisfaction is one of the most researched subjects in the field of human resource management and organizational behavior. Job satisfaction refers to overall emotional contentment with task situations and experiences in the workplace (Brown & Peterson, 1993). Furnham, Eracleou, and Chamorro-Premuzic (2009) defined job satisfaction as the employees' level of satisfaction on their work.

Organizational commitment is the extent to which an employee is integrated into and attached to the organization to which he or she belongs (Williams, 1991). Robbins (2006) regarded organizational commitment as a stage of employees' intention and behavior to participate in a certain group with the goals, and

hoped to maintain the status as the group member, and organizational commitment could be influenced by environmental circumstances in the workplace (Babin & Boles, 1996).

More scholarly attention has been paid to organizational commitment because organizational commitment is a stable and consistent attitude that can be reliably measured and interpreted regarding organizational effectiveness (Porter et al., 1974; Bateman & Organ, 1983).

Porter et al. (1974) found that organizational commitment is a more comprehensive concept than job satisfaction because job satisfaction is an employee's response to particular tasks whereas organizational commitment reflects an employee's overall attitude toward the organization. Porter et al. (1974) argued that job satisfaction should be easily changed based on changes in the workplace environment and should be temporarily formed in response to the current desires. However, organizational commitment indicates an employee's expectations that long-term, developmental purposes and desires will be satisfied. Schumacker and Marcoulides (1998) and Jaccard and Choi (1996) suggested that the relationship between organizational commitment and job satisfaction could be a mutual two-way model as well as a one-way causal path, suggesting feedback effects.

Many previous studies have found positive correlations between job satisfaction and organizational commitment (Bateman & Strasser, 1984; Eby et al., 1999; Meyer et al., 2002). Harrison and Hubbard (1998) found that job satisfaction was the most influential antecedent variable explaining organizational commitment. Williams and Hazer (1986) proposed that job satisfaction directly influences organizational commitment, and Shahab and Nisa (2014) also stated that job satisfaction had a positive and significant effect on organizational commitment. They posited a causal relationship in which organizational commitment occurs after job satisfaction, and that it has a more persistent effect because organizational commitment reflects organizational goals and values, expectations regarding compensation, and employees' personal interests related to long-term employment. However, despite the large body of research, there is no consensus on the nature of the relationship between job satisfaction and organizational

commitment, except that these factors have strong influences on each other. Therefore, the following hypothesis was derived.

> **H4:** Job satisfaction positively and significantly influences organizational commitment.

D. The Relationship between Job Satisfaction, Organizational Commitment, and Customer Orientation

The link between job satisfaction, organizational commitment and customer orientation has been researched relatively frequently (Siguaw et al., 1994; Giauque, et al., 2014; Ćulibrk et al., 2018). Saxe and Weitz (1982) defined customer orientation as employees' sales behavior oriented for customers, and as an effort to help their customers make a satisfied decision in purchasing products, and Susskind et al. (2003) indicated that it was customer orientation that employees behaved to tailor customers' needs and satisfy them successfully.

Customer orientation is an aspect of market orientation, which is a perspective in which an enterprise aims to provide its customers with optimal values by applying specific information about the market, such as features of consumers' characteristics, competitors, distributors, and suppliers, and by actively responding to customers' demands. A market orientation entails the use of marketing ideas at the corporate level, but customer orientation is a marketing perspective at the individual customer level (Narver & Slater, 1990; Kohli & Jaworski, 1990). Customer orientation refers to employees' attitudes and behaviors in which employees aim to understand the customers to provide them with the best service and value possible. Dunlap, et al. (1988) found that employees with high levels of customer orientation tend to aim to enhance customer satisfaction, which contributes to developing long-term mutually beneficial relationships between enterprises and their customers. Lapierre & Hackett (2007) proved job satisfaction positively influenced organizational commitment between employees, and Giauque, et al. (2014) found

that workers with job satisfaction encouraged themselves to be more immersed in organizational goals and organizational citizenship behavior.

Other studies found that customer orientation significantly influenced organizational commitment (Hartline & Ferrell, 1996; Hartline et al., 2000; Ćulibrk et al., 2018), and customer orientation also has been found to significantly influence job satisfaction (Brown & Peterson, 1993; Kelley, 1992; Siguaw et al., 1994; Williams, 1991). Because the previous literature has found significant relationships among job satisfaction, customer orientation, and organization commitment, the following hypotheses were derived.

H5: Job satisfaction positively and significantly influences customer orientation.
H6: Organizational commitment positively and significantly influences customer orientation.
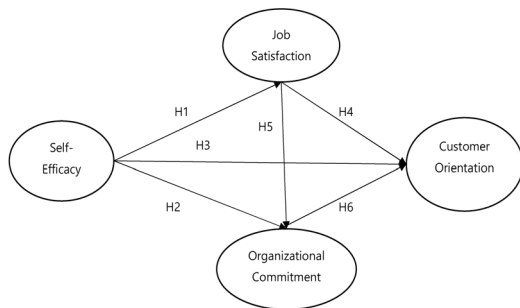
Figure 1. Conceptual model

Finally, Figure 1 shows the conceptual model of this study.

III. Methods

A. Sample

Data were obtained from a survey of travel agency employees in the Seoul metropolitan area. The selected agencies handled over 300,000 outbound tourists in 2019, and each was designated as an outstanding travel agency by the Korean government (Korea Tourism Organization, 2020). A total of 10 on-site pollsters were trained to implement the survey of the respondents, and they visited the travel agencies at the previously determined times. The pollsters conducted individual interviews and administered the questionnaires. A total of 250 questionnaires were distributed at 14 travel agencies between February 1 and February 20 of 2020, 230 completed questionnaires were returned, and, of those, 225 valid questionnaires were used to test the hypotheses. In addition, to encourage participation in the survey and truthfulness, the respondents were given small tokens of gratitude. Table 1 shows the demographic characteristics of the respondents. The sample was slightly more likely to be male than female, almost one-half were between ages 30 and 39, and almost three-quarters had four years of college. About

Table 1. Sample characteristics

Variable	Number of cases	Proportion	Mean	S.D.
Gender			1.53	.500
Male	105	46.7		
Female	120	53.3		
Total	225	100.0		
Age			1.67	.681
20-29	99	44.0		
30-39	105	46.7		
40-49	18	8.0		
50+	3	1.3		
Total	225	100.0		

Table 1. Continued

Variable	Number of cases	Proportion	Mean	S.D.
Educational attainment			2.75	.502
High school	3	1.3		
College two years	55	24.4		
College four years	163	72.4		
More than college	4	1.8		
Total	225	99.9		
Employment rank			2.31	1.356
Staff	102	45.3		
Chief	20	8.9		
Assistant manager	47	20.9		
Manager	44	19.6		
Above deputy general manager	12	5.3		
Total	225	100.0		
Length of employment (years)			2.13	1.130
< 3	90	40.0		
3-5	48	21.3		
6-10	61	27.1		
11-15	19	8.4		
16+	7	3.1		
Total	225	99.9		
Annual salary (in KRW millions)			3.03	1.545
< 20	21	9.3		
21-30	132	58.7		
31-40	56	24.9		
> 40	16	7.2		
Total	225	100.1		

one-half the sample held staff positions, about 40% were relatively new employees (less than 3 years), and the annual salary was most likely between KRW 21 and 40 (84%).

B. Measurement and Data Analysis

To test the hypotheses, 17 items in the questionnaire were used (Table S1). Each had response options on a five-point Likert-type scale where 1 = *completely disagree* to 5 = *completely agree*. The scale used to measure self-efficacy was adopted from Riggs and Knight (1994) and Chen et al. (2001). Five items were

adapted from Riggs and Knight (1994) and Chen et al. (2001) to measure self-efficacy. Job satisfaction was measured following Warr et al. (1979) and Mason (1995). The study formulated three items to specifically address Korean employees in travel agencies. To measure organizational commitment, four items were developed from the scale of Allen and Meyer (1990), to which the authors added items to construct a new measure. Last, customer orientation was adopted from Williams and Anderson (1991) and involved five items regarding the respondents' grasp of their customers' needs and how to optimize their satisfaction.

Frequency, factor, reliability, correlation, and regression analyses were performed to assess the relationships

between the variables and test the hypotheses. SPSS 18.0 statistical software program was used.

IV. Results

A. Factor Analysis, Validity, and Reliability

To verify the validity of the four constructs, factor analysis, using the maximum likelihood method and direct oblique rotation, was used. The goal was to simplify the constructs by eliminating weakly related items and to minimize the loss of information. Factors with eigenvalues greater than 1.0 were selected, and factor loadings greater than 0.4 were considered

significant. The Kaiser-Meyer-Olkin (KMO) standard was used to assess validity, and Cronbach's alpha was used to assess the extent of internal consistency within each construct to gauge the reliability. Table 2 shows the results of the factor analyses and the tests of validity and reliability regarding the self-efficacy, job satisfaction, organizational commitment, and customer orientation constructs. The factor loadings of all the constructs exceeded 0.7, indicating acceptable validity. In addition, the reliability levels all exceeded 0.7, indicating that the measurement tools were reliable (Nunnally, 1978).

Table 2. Results of Factor Analyses, Validity Tests, and Reliability Tests

Factor	Item	Factor Loading	Eigenvalue	TEV	alpha
Customer Orientation (CO)	Listening and promptly responding	.807			
	Providing information	.774			
	Providing optimal service	.756	3.309	66.175	.871
	Dealing with complaints	.753			
	Accurate service procedures and explanations	.709			
Total variance explained (%) = 66.175***, KMO = .855, Bartlett's Test = 517.633, df = 10					
Factor	Item	Factor Loading	Eigenvalue	TEV	alpha
Job satisfaction (JS)	Satisfaction with company	.999			
	Satisfaction with job	.711	2.080	69.348	.772
	Satisfaction with salary	.531			
Total variance explained (%) = 69.348***, KMO = .600, Bartlett's Test = 230.244, df = 3					
Factor	Item	Factor Loading	Eigenvalue	TEV	alpha
Organizational commitment (OC)	Sense of belonging	.886			
	Emotional attachment	.853	2.984	74.611	.886
	Empathy	.819			
	Companionship	.688			
Total variance explained (%) = 74.611***, KMO = .806, Bartlett's Test = 519.537, df = 6					
Factor	Item	Factor Loading	Eigenvalue	TEV	alpha
Self-efficacy (SE)	Confidence	.774			
	Persistence	.766			
	Use of information	.742	3.135	62.702	.849
	Accuracy	.740			
	Problem-solving	.627			
Total variance explained (%) = 62.702***, KMO = .840, Bartlett's Test = 446.931, df = 10					

Table 3. Correlations among the dimensions (factors)

Factor	Self-efficacy	Organizational Commitment	Job Satisfaction	Customer Orientation
Self-efficacy	1			
Organizational Commitment	.466**	1		
Job Satisfaction	.404**	.648**	1	
Customer Orientation	.666**	.488**	.378**	1
Means	3.64	3.42	3.25	3.77
Standard deviation	.600	.804	.797	.626

B. Correlation Analysis

Table 3 shows the correlation coefficients of the relationships between the pairs of variables to assess the statistical relationships. The analysis revealed significant correlations among variables of all the pairs. The strongest correlation was between self-efficacy and customer orientation (r = .666, p < .01), and the weakest correlation was between job satisfaction and customer orientation (r = .378, p < .01). Statistically significant discriminant validity was established among the constructs, and the relational direction of all the correlations was positive, supporting the hypotheses.

C. Hypotheses Test Results

Table 4 provides the results of the regression analyses used to test the hypothesized relationships. The Adjusted R^2 statistics indicate that (net of the contributions of the constants) self-efficacy explained about 16.3%

of the variation in job satisfaction, 21.7% of the variation in organizational commitment, and 44.4% of the variation in customer orientation. Similarly, job satisfaction explained about 42.0% of the variation in organizational commitment and about 14.3% of the variation in customer orientation. Net of the contribution of the constant, organizational commitment explained about 23.8% of the variation in customer orientation. All of these bivariate relationships were statistically significant (p < .001). Therefore:

Hypothesis 1. (Self-efficacy positively and significantly influences job satisfaction) was supported.

Hypothesis 2. (Self-efficacy positively and significantly influences organizational commitment) was supported.

Hypothesis 3. (Self-efficacy positively and significantly influences customer orientation) was supported.

Table 4. The effects of self-efficacy on job satisfaction and organization commitment, the effects of job satisfaction on organizational commitment and customer orientation, and the effect of organizational commitment on customer orientation

Job Satisfaction				
Independent Variable	B	SE	β	t-value
Constant	1.543E-16	.061		.000
Self-efficacy	.436	.066	.404	6.594***
R^2 = .163, Adj R^2 = .159, F = 43.486, p = .000, Durbin-Watson = 1.558				
Organizational commitment				
Independent Variable	B	SE	β	t-value
Constant	1.588E-16	.056		.000
Self-efficacy	.478	.061	.466	7.859***
R^2 = .217, Adj R^2 = .213, F=61.770, p = .000, Durbin-Watson = 1.698				

Table 4. Continued

Organizational commitment				
Independent Variable	B	SE	β	t-value
Constant	1.004E-16	.048		.000
Job satisfaction	.616	.048	.648	12.719***
R² = .420, Adj R² = .418, F = 161.777, p = .000, Durbin-Watson = 1.817				
Customer orientation				
Independent Variable	B	SE	β	t-value
Constant	-1.844E-16	.058		.000
Job Satisfaction	.354	.058	.378	6.099***
R² = .143, Adj R² = .139, F = 37.202, p = .000, Durbin-Watson = 1.861				
Independent Variable	B	SE	β	t-value
Constant	-2.192E-16	.055		.000
Organizational commitment	.480	.058	.488	8.338***
R² = .238, Adj R² = .234, F = 69.527, p = .000, Durbin-Watson = 1.941				
Independent Variable	B	SE	β	t-value
Constant	-2.209E-16	.047		.000
Self-Efficacy	.673	.505	.666	13.349***
R² = .444, Adj R² = .442, F = 178.190, p = .000, Durbin-Watson = 1.969				

Hypothesis 4. (Jab satisfaction positively and significantly influences organizational commitment) was supported.

Hypothesis 5. (Job satisfaction positively and significantly influences customer orientation) was supported.

Hypothesis 6. (Organizational commitment positively and significantly influences customer orientation) was supported.

Notes: All direct effects are significant(p<.001)

Figure 2. Hypothesized model test results

Moreover, the Durbin Watson values for each factor were 1.558, 1.698, 1.817, 1.861, 1.941, and 1.969, indicating that there was no autocorrelation of errors and the regression model was appropriate (Durbin & Watson, 1971).

Also, Figure 2 shows the hypothesized model test results.

V. Discussion

A. Discussion

This study investigated the statistical relationships among constructed variables measuring employee self-efficacy, job satisfaction, organizational commitment, and customer orientation in a sample of travel agency employees in Korea. A review of the relevant literature and empirical analyses was employed to identify the extent to which employees' characteristics interrelate and to develop strategic implications for personnel management of these particular employees, including

effective recruitment, labor force replacement, education and training, and wages. The summary of the results is as follows.

First, self-efficacy had statistically significant positive effects on job satisfaction and organizational commitment and also had statistically significant positive effects on customer orientation, which support the results of many previous studies. Employees with higher self-efficacy tend to be relatively more satisfied with their job assignments, employers, and wages; they are relatively more focused on and committed to their tasks, feel stronger attachment and companionship in the workplace, tend to identify with their organizations, set challenging goals for themselves, and are strongly motivated to achieve work goals (Gist et al., 1991; Kirkpatrick & Locke, 1996; Prussia et al., 1998; Demir, 2020;). Therefore, they have positive attitudes toward their customers, which leads to a strong overall customer orientation. As self-efficacy constitutes a self-evaluation on the overall individual ability to perform the required actions when faced with a specific situation (Walumbwa et al., 2010), the level of management in travel agencies should understand that self-efficacy could be an important measure to understand the attitude and actions of an individual for successful organizational goals.

Second, job satisfaction is one of the most powerful factors to form organizational commitment, because it influences the individually perceived level of satisfaction towards life and the growth of the firm (Yu et al., 2020). Job satisfaction had a statistically significant and positive influence on organizational commitment. This result is similar to the previous studies (Bateman & Strasser, 1984; Eby et al., 1999; Harrison & Hubbard, 1998; Meyer et al., 2002; Williams & Hazer, 1986) that found job satisfaction to predict organizational commitment. This result suggests that employees who are satisfied with their job assignments and organizations have a greater sense of integration and identify more with their organizations than their less satisfied counterparts. Therefore, travel agency managers should create organizational climates to foster employees' levels of satisfaction with their tasks and to encourage them to focus on their work through self-development, through which their individual worth to their

organizations might be recognized as important to organizational success.

Third, as it is well acknowledged that job satisfaction, organizational commitment and customer orientation are interconnected in human resourced management, the study stated that job satisfaction and organizational commitment had statistically significant positive effects on customer orientation. This result also supports the findings of many previous studies (Brown & Peterson, 1993; Hartline & Ferrell, 1996; Hartline et al., 2000; Kelley, 1992; Siguaw et al., 1994; Williams, 1991). Perhaps, when travel agency employees are satisfied with their tasks and employers, they more easily focus on their jobs and employers' success, which could result in their provision of high-quality service to their customers.

VI. Conclusions

A. Implications

Although hundreds of thousands of employees in hospitality and tourism sectors faced threats to their health and job security because of the dramatic uncertainty and threat of loss brought by COVID-19, many of travel agencies in Korea still try to prepare for recovery of tourism industry and improve a capacity building of individuals through educational training program.

Generally, this study's findings offer significant implications for the travel industry, organizational company strategies at the management level, work conditions, customer service values, staff selection, and training. This study's respondents' self-efficacy was positively influenced by job satisfaction, organizational commitment, and customer orientation. Unlike other types of enterprises, Korea's travel agencies that sell packaged tours use a system in which customers' complaints are directly handled by the employees assigned to the tour package at issue as opposed to a customer relations department. This system consistently requires employees to have the skills

to perform many different types of tasks, which could lower their self-efficacy.

Compared to other industries, because travel businesses are frequent encounter with customers in Korea, the travel industry is characterized by more pressure on employees and as a challenging service sector, and the employees in the travel industry work longer hours with higher work intensities. Nonetheless, they have lower annual salaries, and the travel industry tends to be a seasonal occupation with a higher turnover rate and relatively young employees (ages 20 to 39). On the other hand, the travel agents as front line workers are key intermediary to deliver a variety of travel products to customers, and then they are a core component in successful travel business (Chow et al., 2015).

Employees with high self-efficacy tend to make consistent efforts to perform their tasks well, set high standards for their performances, and they are more aggressive toward accomplishing work-related goals (Jang & Cho, 2012). Therefore, travel agency managers should introduce ways to ascertain and foster their employees' self-efficacy during the recruitment, selection, and task assignment processes. They should strive to recognize the importance of human resource management strategies in hiring and retaining talented workers. Travel agency managers should provide human resource management aimed at preventing as well as ameliorating these problems, and need to give a motivation to create and maintain high self-efficacy to front line employees in order to perform higher level of job satisfaction, organizational commitment, and customer orientation.

It is important that job satisfaction and organizational commitment were found to have positive effects on customer orientation because it means that employees with overall satisfaction with their jobs tend to understand customers' needs and, therefore, provide higher levels of service to customers that maximize their satisfaction. Travel agencies should establish relationship management systems for their managers and employees according to the characteristics of the workplace and the challenges that the employees confront. Such system at the risk management could play an important role to overcome a disharmony rising between employees and management. Also, employees with job satisfaction were more likely to focus on organizational commitment, and then to draw out substantial and more concrete outcomes (Jang & Cho, 2012).

Employees who are younger and lower in position with fewer years of experience tend to have lower job satisfaction and organizational commitment (Park & Choi, 2011). To improve job satisfaction for this group of employees, travel agencies' managers should not increase salary and promote position comprehensively, but systematically document job descriptions and job requirements and provide their employees with educational and training opportunities. In addition, it might be helpful to implement job improvement programs based on the extents of the employees' knowledge, skills, attitudes, and abilities and to establish policies and wages based on job performance. It also might be helpful to engage employees' participation by asking them for their opinions and encouraging them to freely share their ideas about their jobs. Increasing employees' participation would likely increase their sense of power and autonomy, which might, in turn, increase their confidence in their abilities and produce positive organizational outcomes.

Last, many studies have been published on personnel organization and organizational effectiveness, but they have focused on hotels, the food service industry, and businesses in general. Despite the importance of tourism to Korea's economy, few studies have specifically considered travel agencies. Unlike previous studies, which focused on self-efficacy as a moderator or mediator, this study confirmed that organizational effectiveness (conceptualized as job satisfaction and organizational commitment) could be directly predictive factors. This study is important because it tested the validity and reliability of the constructs measuring the underlying factors, developed new measurement items, and found variation in the relationships, which provides strategic implications and fundamental data for personnel policies in the travel industry. The results also have academic implications by creating a foundation for future studies of employee relations in the travel industry.

Furthermore, at that time Covid-19 makes Korean travel industry experience the steep declines due to lockdown and social distance policies from government, it is recommended that managers apply socially responsible human resource management to a frontline oriented-business, travel agency. It could affect frontline employees who are able to overcome a crisis of Covid-19, with strengthening a sense of solidarity between employees: especially an organizational commitment (He et al., 2021).

B. Limitations and Future Research

Despite its academic and practical contributions to our understanding of employee effectiveness, this study has some limitations. First, the sample was limited to employees who deal with outbound tasks in mid- and large-sized travel agencies in Seoul, which undermines the ability to generalize the study results. A study that samples employees across the provinces would allow for a comparative assessment of the results. Second, although new items were developed to measure organizational commitment, they focus on emotional commitment and do not consider other types of commitment. Therefore, future studies should include measures of more of the dimensions of commitment to analyze relationships between organizational effectiveness and organization achievements.

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Table S1. Items for measurement

Factor	Item	Statement
Customer Orientation (CO)	Listening and promptly responding	I listen to and promptly respond to customers
	Providing information	I provide a variety of information to customers
	Providing optimal service	I provide optimal service to customers
	Dealing with complaints	I do my best to deal with a customer's complaints
	Accurate service procedures and explanations	I provide accurate and sufficient explanation on service procedures to customers

Factor	Item	Statement
Job satisfaction (JS)	Satisfaction with company	I am satisfied with my company
	Satisfaction with job	I am satisfied with my job
	Satisfaction with salary	I am satisfied with my salary

Factor	Item	Statement
Organizational commitment (OC)	Sense of belonging	I have a sense of belonging to my company
	Emotional attachment	I have emotional attachment to my company
	Empathy	I have empathy with my company
	Companionship	I have companionship at my company

Factor	Item	Statement
Self-efficacy (SE)	Confidence	I have confidence to deal with my tasks
	Persistence	I have persistence to accept challenges
	Use of information	I use information to succeed at my job
	Accuracy	I accurately handle my job
	Problem-solving	I can solve problems about complaints