

## 2025 年度第 2 回 長崎大学経済学部

### ファカルティセミナー

標記セミナーを下記の通り開催いたします。多くの教職員、大学院生、学部生の参加をお待ちしております。

#### 記

日 時：2025 年 7 月 16 日(水) 13:30～15:00

場 所：東南アジア研究所 1 階 ファカルティセミナー室

講 師：Professor João Proença  
(President of the Management Scientific Department, University of Porto)

演 題：Strengthening the Service Profit Chain: Employer Branding as a Driver of Internal Service Quality, Employee Retention, and Customer Satisfaction in Organizational Frontlines

【講演は英語で行われます】

要 旨： This study integrates Employer Branding (EB) into Organizational Frontlines (OF) using the Service Profit Chain (SPC) framework to explore how EB shapes internal service quality (ISQ), employee intention to stay, and customer satisfaction. To test our hypotheses, we employed a two-step empirical design: first, an online survey of frontline hotel employees worldwide assessed the links between EB perceptions, ISQ, and employee intention to stay. Second, customer satisfaction was measured through online review ratings from Expedia, TripAdvisor, Booking, and Agoda, resulting in 352 matched employee–customer data pairs. Structural Equation Modeling results indicate that employees’ perceptions of application values and social values, which are core components of the employer brand, are significantly and positively associated with ISQ. ISQ positively affects employees’ intention to stay, which in turn enhances customer satisfaction. Additionally, application and social values have indirect effects on customer satisfaction through ISQ and employee retention. We also demonstrate the moderating role of collaborative culture for some of the employer brand internal service quality relationships. Our

findings highlight EB's role as a key internal driver within the SPC model, particularly in the hospitality sector. From a managerial perspective, strengthening the EB dimensions that emphasize application and social values can enhance internal service quality, improve employee retention, and ultimately lead to better customer experiences. Our study contributes both theoretically and empirically to understanding EB's impact on frontline service environments.

**Keywords:** employer branding, service profit chain, internal service quality, employee retention, customer satisfaction, collaborative organizational culture

担当：研究企画委員会