

# Customer Service Employees' Behavioral Intentions and Attitudes: An Examination of Construct

## Validity and a Path Model

Alex M. Susskind<sup>a\*</sup>

Cornell University

Carl P. Borchgrevink<sup>b</sup>

Michigan State University

K. Michele Kacmar<sup>c</sup>

Florida State University

Robert A. Brymer<sup>d</sup>

Florida State University

### Affiliations:

- a. Alex M. Susskind (Ph.D., Michigan State University) is an assistant professor in the School of Hotel Administration at Cornell University. *\*Corresponding author.* 242 Statler Hall, School of Hotel Administration, Cornell University, Ithaca, NY 14853. Tel.: (607) 255-8839. E-mail address: [ams76@cornell.edu](mailto:ams76@cornell.edu)
- b. Carl P. Borchgrevink (Ph.D., Michigan State University) is an assistant professor in the School of Hospitality Business at Michigan State University, East Lansing, MI 48824.
- c. K. Michele Kacmar (Ph.D., Texas A and M University) is a professor in the Department of Management at Florida State University, College of Business, Florida State University, Tallahassee, FL 32306.
- d. Robert A. Brymer (Psy.D., University of Denver) is a professor in the Department of Hospitality Administration, College of Business Florida State University, Tallahassee, FL 32306-2541.

### Authors' Note

This research was funded through a grant awarded to the first author by the Council on Research and Creativity, Florida State University while on their faculty. We would like to thank

the anonymous reviewers for their comments and suggestions on earlier versions of this manuscript.

### **Abstract**

Customer service employees ( $N = 386$ ) from a variety of service-based organizations (e.g., hotels, restaurants, and retail stores) were sampled in a cross-sectional design to assess the construct validity and predictive utility of measures of: (a) perceptions of organizational support, (b) organizational commitment, (c) job satisfaction, (d) intent to quit, and (e) life satisfaction and to assess the appropriateness of use and the impact of these scales within a service-based context. The construct validity of the measures was assessed through the application of confirmatory factor analysis, while the predictive character of the proposed path models was assessed using path analysis. Results indicated that the measures of job satisfaction, intent to quit, and life satisfaction demonstrated acceptable construct validity within the service context sampled, while the measures of organizational support and commitment received mixed support due to problems with measurement error and item specification. The analyses of the path models revealed that: (a) perceived organizational support strongly and significantly influenced job satisfaction and organizational commitment, (b) job satisfaction had a unidirectional impact upon life satisfaction, (c) despite a strong correlation, job satisfaction displayed a limited predictive impact on organizational commitment, and (d) intent to quit was influenced by both job satisfaction and organizational commitment.

**Keywords:** Customer service employees; Behavioral intentions; Attitudes; Construct validity; Path model

# Customer Service Employees' Behavioral Intentions and Attitudes: An Examination of Construct Validity and a Path Model

## 1. Introduction

Due to the increasing prevalence of service-based organizations in our business economy, considerable research efforts are being directed toward the elements which impact the functioning and output of customer service organizations (Guerrier and Deery, 1998; Lengnick-Hall, 1996). The successful delivery of *services* is based upon a strong association among the three tiers of *service constituents*, customers, employees, and management, to coordinate customers' needs and expectations with those of management and staff members (Schneider and Bowen, 1992, 1995). The unique interrelationship among the "three tiers" of service constituents (Schneider and Bowen, 1992, 1995) continues to be of considerable interest to researchers and practitioners.

### 1.1. Service organizations

Schneider and Bowen (1992) contrast service-based organizations from traditional manufacturing-based organizations using three characteristics. First, service is intangible and difficult to gauge or measure quantitatively due to the fact that the end product (the service) is primarily contingent upon the exchange of human action and behavior, while tangible products do not rely strictly on human action to be consumed. Second, services are typically produced and consumed simultaneously with the producer or seller present during the consumption of the service, while most tangible consumer products are produced and consumed apart from the place of purchase. Finally, service providers ordinarily require input from the consumers to successfully complete its delivery and consumption, while tangible products are typically "ready-

made” and normally require less attention from the seller prior to selection and consumption.

The dynamic nature of service creates unique challenges for the operators of service-based organizations, and more specifically, for those responsible for the provision of customer service.

Much of the early research on customer service stemmed from marketing professionals’ desire to better understand consumers’ increasing demands and expectations in regard to the provision of high quality service in manufacturing settings (Parasuraman et al., 1985, 1988). Specifically, researchers and practitioners focused mainly on the development of service-oriented strategies to help ensure the delivery of high-quality service in business transactions (Oliva et al., 1992). In effect, service processes have been examined to uncover the ingredients that make *service episodes* agreeable to consumers (Bolten and Drew, 1991). However, in the process of examining customers’ needs and expectations, many other important facets of the customer service process have been paid considerably less attention than warranted in an economy which is now primarily service based (Davidow and Uttal, 1989; Friedman, 1998).

Customer service research to date addresses issues of customer satisfaction (Bolten and Drew, 1991; Ford, 1995; Ford and Etienne, 1994) and service quality (Oliva et al., 1992; Parasuraman et al., 1985, 1988) with only a limited number of research investigations focusing *specifically* on the employees responsible for the provision of customer service (Bitner, 1990; Bitner et al., 1994; Firnstahl, 1989; Kelly, 1992; Singh et al., 1994). Yet customers in a study of service quality ranked tangibles sixth out of eleven attributes which contribute to service quality, while behaviorally based attributes such as responsiveness and reliability topped the list (Coyle and Dale, 1993). Given these findings, a more complete description of customer service *employees’* behavior, attitudes, and perceptions is needed to further our understanding of: (a) how service-based organizations function, (b) how customer service employees react to their

jobs and duties, and (c) how service processes require a different focus than traditional product-based organizations to lead to excellence in service.

Researchers and practitioners alike outside the discipline of hospitality management have extensively examined service workers' organizational behavior and attitudes (Guerrier and Deery, 1998) and a wide variety of measurement instruments exist to assess employees' attitudes and perceptions of their work environment (cf. Cook et al., 1981; Miller, 1991). Few measures, however, have been specifically developed, tested, or validated within a service context, with the objective of examining a service context from the *employees'* perspective. In order to accurately assess service employees' behavior and attitudes within a service context, the measurement of the behavioral and attitudinal constructs utilized warrant reconfirmation and validation to ensure their relevance and applicability in service contexts (Hinkin et al., 1997; Schwab, 1980).

Therefore, the principle goals of this investigation are: (a) to examine the construct validity and generalizability of widely used and accepted measures of perceived organizational support, job satisfaction, organizational commitment, intent to quit, and life satisfaction, solely in service-based contexts; and (b) to test each measures' predictive utility in those contexts with path analysis.

## **2. A model of customer service behavior and attitudes**

The model presented as Fig. 1 hypothesizes perceived organizational support to positively influence job satisfaction. Job satisfaction subsequently and concurrently influences organizational commitment and life satisfaction, and organizational commitment influences intent to quit. Consequently, an employee's job satisfaction, based on perceived organizational support, influences both work- and nonwork-related attitudes. A description of the variables in

the model is presented below along with a description of their hypothesized interrelationships (see Fig. 1).

### *2.1. Perceived organizational support*

Perceived organizational support describes the extent to which an employee believes that their employer is concerned about their well-being (Eisenberger et al., 1990; Eisenberger et al., 1986; Shore and Tetrick, 1991) and “represents an [employee’s] attitudinal response to the organization as a whole” (Shore and Tetrick, 1991, p. 638). Perceived organizational support shows a strong empirical relationship to organizational commitment (Eisenberger et al., 1986; Shore and Tetrick, 1991; Wayne et al., 1997), yet remains distinct from commitment because the focus of perceived organizational support is based upon employees’ accounts of the organization’s concern for them, whereas organizational commitment represents the report of an employee’s concern for the organization (Shore and Wayne, 1993; Wayne et al., 1997). Job satisfaction, on the other hand, displays less of a connection to perceived organizational support (Shore and Tetrick, 1991), yet remains a consistently strong correlate of commitment (Brooke et al., 1988). In the context of service organizations, support is particularly relevant due to the fact that each customer service episode is unique (Schneider and Bowen, 1993) and demands a different level of involvement from the organizational membership to successfully complete it. For example, an unsatisfied customer may vent his or her dissatisfaction to a service provider regardless of the cause of the dissatisfaction. Unless management is perceived as an ally (hence supportive) to the employee, the employee may view their tasks as displeasing and may create job dissatisfaction. Therefore in a service context, perceived organizational support is believed to be strongly and positively related to job satisfaction.

## 2.2. *Job satisfaction*

Job satisfaction is an attitudinal measure which relates perceptions of past events and rewards to current impressions of a job (Lawler, 1986). Employees' perceptions of job satisfaction are particularly relevant in service-based organizations due to its empirical relationship to organizational outcomes such as turnover intention (Davy et al., 1991; Tett and Meyer, 1993; Williams and Hazer, 1986), organizational commitment (Brooke et al., 1988; Davy et al., 1991; Farkas and Tetrick, 1989; Locke and Latham, 1990), job performance (Iaffaldano and Muchinsky, 1985; Meyer et al., 1989), and customer satisfaction and customer involvement in the service exchange (Bitner, 1990; Singh et al., 1994; Lengnick-Hall, 1996). It is anticipated that employees reporting higher levels of organizational support are more likely to be satisfied with their employment situation in terms of reported job satisfaction. Job satisfaction is anticipated to lead to higher levels of organizational commitment (Davy et al., 1991; Eisenberger et al. 1986; Farkas and Tetrick, 1989) and life satisfaction (Chacko, 1983; Rousseau, 1978).

*Hypothesis 1:* Perceptions of organizational support positively influence job satisfaction.

## 2.3. *Organizational commitment*

Organizational commitment was defined by Mowday et al. (1979) as: “(a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership [employment] in the organization” (p. 226). As mentioned above, organizational commitment differs from organizational support based upon what the worker is evaluating. The former is a gauge of the worker's perceived effort and involvement in the organization, while the later describes the organization's efforts and involvement in the worker's job-related functions or processes. Organizational commitment is a strong correlate of perceived organizational support

(Eisenberger et al., 1986) and is hypothesized to be mediated by job satisfaction. When workers are satisfied with their employment relationship, they are more likely to perceive it as an advantage to remain employed (Lawler, 1986; Locke and Latham, 1990).

*Hypothesis 2: Job satisfaction positively influences organizational commitment.*

#### *2.4. Intent to quit*

An individual's intent to quit can be described as a psychological response to specific organizational conditions which fall along a continuum of organizational withdrawal behaviors ranging from day-dreaming to the physical act of quitting (Kraut, 1975). The antecedents and consequents of various forms of behavioral intentions have been critically evaluated in the organizational behavior literature (c.f. Tett and Meyer, 1993), and generally indicate that an individual's intent to quit is negatively related to job satisfaction and organizational commitment. In fact, several studies have investigated these relationships. Specifically, both Davy et al. (1991) and Williams and Hazer (1986) identified organizational commitment as a mediator between job satisfaction and intent to quit. This relationship is further supported by a number of studies which identify job satisfaction as an antecedent of organizational commitment (c.f. Tett and Meyer, 1993). As positive affective responses, it is reasonable to assume that job satisfaction and organizational commitment would be negatively related to behavioral intentions to quit, with organizational commitment mediating the relationship between job satisfaction and intent to quit.

*Hypothesis 3: Organizational commitment is negatively related to intent to quit.*

#### *2.5. Life satisfaction*

Workers' perceptions of life satisfaction are derived from their extra-work environment. There are numerous extra-work influences that lead to or create a sense of extra-work

satisfaction, such as friends, family, social relations, hobbies, personal health, and/or religious activities or beliefs. Many debates have ensued over the antecedents and consequences of extra-work satisfaction (Judge and Watanabe, 1993; Maurer et al., 1981; Near et al., 1978; Rain et al., 1991). In particular, it remains unclear whether job satisfaction influences extra-work satisfaction or vice versa, despite a number of findings which empirically support either position (Chacko, 1983; Frone et al., 1994; Judge and Watanabe, 1993; Rousseau, 1978; Schmitt and Bedeian, 1982). In order to gain a better understanding of the extra-work-job satisfaction relationship, contextual differences that influence the job satisfaction-life satisfaction relationship should be examined. In this case, employees from service-based organizations are being considered. Based on the interpersonal nature of service-based duties and the required level of personal involvement in service delivery process, it is hypothesized that workers job satisfaction will positively influence life satisfaction in service-based contexts.

*Hypothesis 4: Job satisfaction positively influences life satisfaction.*

In sum, while numerous studies have established the overall link between employees' job satisfaction and commitment (Brooke et al., 1988; Davy et al., 1991; Farkas and Tetrick, 1989; Locke and Latham, 1990), and perceived organizational support and organizational commitment (Shore and Tetrick, 1991; Shore and Wayne, 1993; Wayne et al., 1997), to date little is known about the influences of perceived organizational support on customer service employees' levels of job satisfaction, extra-work satisfaction, organizational commitment, and ultimately intent to quit within a service context.

### **3. Methods**

#### *3.1. Procedure and participants*

A variety of service-based organizations were targeted to gather a varied sample of line-level workers including both “hospitality” and “non-hospitality” organizations within the service sector. The researchers first solicited approval from the managerial staff of each participating establishment, and then solicited the line-level service workers’ individual participation. Thirty-seven organizations from a midwestern city (i.e., population 250,000) agreed to participate in this cross-sectional investigation. The resulting sample consisted of service workers ( $N = 386$ ) employed in restaurants, hotels, taverns, retail stores, and other service-based facilities (e.g., libraries and professional office buildings). A detailed listing of the organization types and positions sampled is presented in Table 1.

The participants were approached by the researchers and asked to complete a questionnaire while at work. The participants were given the option of either completing the questionnaire at the time of introduction or were given the option of having the researchers return later in the day to collect the completed questionnaire. The later option was offered to the participants to minimize their participant burden and to avoid interference with the normal performance of their jobs. Approximately 68% ( $n = 262$ ) of the participants completed the questionnaire immediately, while the remaining 32% ( $n = 124$ ) requested additional time. The study participants could be described as approximately 44% male and 56% female, between the ages of 15 and 56 ( $M = 25$ , median = 22), working for their organization at the time of survey administration an average of 2.9 y (median = 1.2).<sup>1</sup>

---

<sup>1</sup> As suggested by an anonymous reviewer, the character of this sample was further examined in terms of respondent sex and type of employing organization. To conduct the comparisons, two sets of independent groups *t*-tests were performed. First, subjects were separated by sex to make male/female comparisons. Results of the *t*-tests revealed statistical significance only for the life satisfaction construct ( $t[372] = - 2.76$ ,  $p = 0.006$ ), indicating that females reported a slightly higher level of life satisfaction than their male counterparts ( $M = 3.74$  [ $sd = 0.72$ ] and  $M = 3.53$  [ $sd = 0.74$ ], respectively). Subsequently, subjects were examined based on their report of employment in a hospitality-based organization (e.g., restaurants, hotels, and taverns) or a non-hospitality-based organization (e.g., retail stores, professional offices, and libraries). Analyses revealed significant differences among the respondents’ reported levels of *perceptions of organizational support* ( $t[371] = - 3.69$ ,  $p < 0.001$ ;  $M = 3.28$  [ $sd = 0.81$ ] and  $M =$

### 3.2. Measurement

Survey measures evaluated subjects' perceptions of organizational support, job satisfaction, life satisfaction, organizational commitment, and intent to quit. Participants were asked to indicate their level of agreement with each survey item on a five choice Likert-type metric (strongly agree, agree, neutral, disagree, and strongly disagree). Items asked in reverse form (i.e., agreement with the item represents a negative response) were recoded for alignment with the items presented in positive form.

Organizational support was measured with the sixteen-item short-form of the *Survey of Perceived Organizational Support* (Eisenberger et al., 1986, 1990) which assessed respondents' perception of the support they receive from their organization and coworkers in regard to the performance of their work-related duties. A three-item, general job satisfaction scale and two-item intent to quit scale (Hackman and Oldham, 1975) were used to assess participants' level of satisfaction with their job, their coworkers' job satisfaction, and their desire to remain employed in their current job. Organizational commitment was measured using the 15-item *Organizational Commitment Questionnaire* (Mowday et al., 1979). Participants' satisfaction with their overall life circumstances was measured using a five-item life satisfaction scale (Diener et al., 1985).

### 3.3. Confirmatory factor analysis

Confirmatory factor analysis was applied to test the unidimensionality of the scales.

Confirmatory factor analysis is an oblique factor analysis method in which researchers make a

---

3.60 [sd = 0.83], for hospitality and non-hospitality respondents, respectively), *job satisfaction* ( $t[378] = -4.42, p < 0.001; M = 3.31$  [sd = 0.84 ] and  $M=3.68$  [sd = 0.77], for hospitality and non-hospitality respondents, respectively), *intent to quit* ( $t[377] = 2.83, p = 0.005; M = 2.88$  [sd = 0.95 ] and  $M = 2.59$  [sd = 1.09], for hospitality and nonhospitality respondents, respectively) and *life satisfaction* ( $t[370] = - 2.27, p = 0.024; M = 3.57$  [sd = 0.76 ] and  $M = 3.74$  [sd = 0.70], for hospitality and non- hospitality respondents, respectively), while *organizational commitment* was not significantly different ( $t [363] = - 1.13, p = 0.25; M = 3.38$  [sd = 0.68 ] and  $M=3.46$  [sd = 0.72], for hospitality and non-hospitality respondents, respectively). These analyses revealed that overall, hospitality-based employees reported lower levels of positive attitudes and perceptions related to their work and non-work environments.

priori specifications of which items should load on particular factors. As such, confirmatory factor analysis creates a direct solution in that “(1) it is performed so as to test the hypotheses about the existence of factors, and (2) the nature of the linear combinations is stated in advance of obtaining the correlation matrix” (Nunnally, 1978, p. 348)”. The confirmatory factor analysis method initially employed was an ordinary least squares, multiple groups analysis (Hamilton and Hunter, 1988; Hunter and Cohen, 1969). This approach was selected as a first step over a full information, maximum likelihood, multiple indicator approach (i.e. LISREL), because multiple groups analysis is better at detecting particular measurement model misspecifications than the latter approach. This does not imply that either approach is superior, but rather complementary (Anderson and Gerbing, 1988). Therefore, to reconfirm the results of the ordinary least squares, multiple groups analyses, a full information maximum likelihood, multiple indicator approach also was conducted. Although important distinctions exist between the ordinary least squares multiple groups and full information maximum likelihood approaches (Anderson and Gerbing, 1988; Gerbing and Hunter, 1980; Nunnally, 1978; Pedhazur, 1982), the goal of any confirmatory factor analysis is to clearly identify whether a priori specified scale items are appropriately related to their specified factors.

### *3.3.1. Internal consistency*

With tests of internal consistency (item homogeneity) in confirmatory factor analysis, the individual scale variables are examined for deviation from a particular factor. It is hypothesized that the items from a single construct cluster together in a linear fashion as indicators of the specified underlying latent construct. If a factor is internally consistent, an individual’s response to one item in the factor (on the scale) should be similar to all other responses the individual makes to all other items hypothesized to be a part of the factor. If the items are internally

consistent, they will satisfy the parameters established by the Spearman product rule (Spearman, 1904). To test for unidimensionality using the Spearman product rule, a matrix of predicted correlations is computed based on the factor loadings. This matrix is then compared to the observed matrix (i.e., the matrix formed by the scale items). The observed correlation matrix should be corrected for attenuation due to measurement error prior to performing confirmatory factor analyses. A factor is internally consistent, as per the Spearman product rule, if the deviations between the predicted and observed matrix are not significant, considering measurement error. The recommended approach to assess the goodness of fit with multiple groups analyses is to examine the residuals, and determine with  $\chi^2$  analyses if the observed residuals are less than what could be expected by chance alone at the selected level of significance (in this case  $p = 0.05$ ).

### *3.3.2. Parallelism*

“If two variables are measures of the same thing, then not only should they correlate with each other, but they should correlate in a similar manner with other things” (Hunter, 1980, p. 247). In other words, all items within a particular factor should correlate in a similar (parallel) fashion with the items from other factors. The test for parallelism (item heterogeneity), is a test of external consistency, and is necessarily analogous to tests of internal consistency. The Spearman product rule is applied here as well to assess deviations between the observed and predicted correlation matrices. Parallelism is a very stringent requirement, and is difficult to achieve fully at the  $p = 0.05$  significance level. Tests of parallelism aid in the identification of scale items that may be multicollinear or demonstrate a significantly varied pattern of correlation with other measures rather than a “flat” structure as required.

The initial analyses focused on the contributions the items made to the a priori scales of perceived organizational support, job satisfaction, organizational commitment, intent to quit, and life satisfaction. The reliability and dimensionality of the a priori scales were first assessed with PACKAGE confirmatory factor analysis tests (Hamilton and Hunter, 1988; Hunter and Gerbing, 1982). Scales were examined based on the criteria that a robust construct meet the requirements of: (a) each retained scale item demonstrating its highest factor loading on the specified principal factor, and (b) each scale producing a non-significant chi-square for the sum of squared error (SSE) in terms of scale item homogeneity and heterogeneity (i.e., the model is not different than the data) (Hunter and Gerbing, 1982). Individual scale items not meeting these criteria were excluded from further analyses. Furthermore, the fit of the measurement model was examined with LISREL version 8.13a (Joreskog and Sorbom, 1993). Four model fit statistics were reported for the structural model: (a) goodness of fit index (GFI), (b) adjusted goodness of fit index (AGFI), (c) non-normed fit index (NNFI), and (d) root mean squared residual (RMR). A good fit of a model to the data using the GFI and AGFI indices is characterized by values approximating 0.90 (Medsker et al., 1994), while an NNFI of less than 0.90, indicates that considerable improvements can be made to the model (Bentler and Bonnett, 1980). Additionally, RMR indicates a good fitting model when the residuals from the comparison of the fitted and observed covariance matrix are small (Medsker et al., 1994).

### *3.4. Path analyses*

Following tests of factor analysis, the model presented as Fig. 1 was tested using least squares static path analysis with PATHE (Hunter and Hamilton, 1995) to assess the variables' interrelationships and general predictive character. Path analysis is a method developed by Wright (1921,1934) to examine the modeled direct and indirect effects of variables hypothesized

on the basis of knowledge and theoretical considerations (Pedhazur, 1982). Path analysis does not establish causal relations with certainty, but is used for quantitative interpretations of potential causal relationships (Borchgrevink and Boster, 1998). A path diagram represents the proposed antecedents and consequents among the variables in the model. Arrows are used to symbolize the hypothesized relationships and the direction of the influence in the model. When specifying a path model, a distinction is drawn between exogenous variables and endogenous variables. Exogenous variables' influence is outside the model and endogenous variables have influence within the model. In this case, perceptions of organizational support is treated as the sole exogenous variable, and job satisfaction, organizational commitment, life satisfaction, and intent to quit are the endogenous variables. Path models were assessed for fit based on the recommendations that: (a) global chi-square tests for the sum of squared error for the model be non-significant; and (b) each link be tested for significance by calculating a confidence interval around the observed correlations. Additionally, the path model was reconfirmed using LIS-REL 8.13a maximum likelihood method (Joreskog and Sorbom, 1993) to support the findings from the least squares analyses. Following the recommendations of Hayduk (1987), the error variances in the LISREL analyses were set to the variable's variance minus its reliability, multiplied by its variance, in an attempt to separate the influence of error variance from variance attributed to the manifest variables in the model. As with the tests of the measurement model, GFI, AGFI, NNFI, and RMR were reported for the path model.

#### **4. Results**

To aid in the interpretation of the construct validity and predictive ability of the organizational support, job satisfaction, organizational commitment, life satisfaction, and intent

to quit scales, the results of correlational and confirmatory analysis tests are first reported, followed by the tests of the path models. The pattern of observed relationships is consistent with what was anticipated. Organizational support, job satisfaction, and organizational commitment items were all strongly related to one another, and negatively related to intent to quit. The life satisfaction items displayed weak relationships among the work-related variables, with the exception of the job satisfaction items. Pearson product-moment correlations of the individual scale items are reported in Table 2.

#### 4.1. Confirmatory factor analyses

The least squares multiple groups factor analyses yielded six internally consistent items from the *Survey Of Perceived Organizational Support* ( $\alpha = 0.89$ ), with nonsignificant sum of squared errors ( $X^2[15] = 7.45, p > 0.05, SSE = 0.019$ ). The job satisfaction scale yielded three internally consistent items ( $\alpha = 0.80$ ) with a nonsignificant sum of squared errors  $X^2[3] = 0.039, p > 0.05, SSE < 0.001$ ). The *Organizational Commitment Questionnaire* reduced to a homogeneous ten-item scale ( $\alpha = 0.89$ ) with non-significant sum of squared errors  $X^2[45] = 48.94, p > 0.05, SSE = 0.1268$ ). The life satisfaction scale revealed an internally consistent dimension ( $\alpha = 0.85$ ) comprised of the five original items ( $X^2[10] = 14.74, p > 0.05, SSE = 0.038$ ), and the intent to quit scale retained its two original items ( $\alpha = 0.76; X^2[1] = 0.039, p > 0.05, SSE < 0.001$ ).

The tests of confirmatory factor analysis indicated that the five final scales met the requirement of internal consistency and produced reliable factors. The indicators were consistently correlated and the error produced in comparison to the predicted inter-item correlations fell within expected confidence interval limits at  $p < 0.05$  (Hunter and Gerbing, 1982). Lastly, the sum of squared errors for tests of parallelism of the organizational support, job

satisfaction, organizational commitment, life satisfaction and intent to quit scales were also non-significant ( $X^2[251] = 283.52, p > 0.05, SSE = 0.734$ ). These findings were reconfirmed using LISREL with the full information maximum likelihood estimation method (GFI = 0.88, AGFI = 0.85, NNFI = 0.92, RMR = 0.054). In addition, the full measurement model was tested before any items had been excluded using the least squares approach reported above. Analyses revealed a poorer fit of the model to the data (GFI = 0.77, AGFI = 0.74, NNFI = 0.87, RMR = 0.06). In comparing the original measurement model to the revised model, the results support the removal of the items deviating significantly from their proposed constructs. Final factor loadings are reported in Table 3.

#### *4.2. Tests of the path model*

The hypothesized model of the relationships between perceived organizational support, job satisfaction, organizational commitment, life satisfaction, and intent to quit were subsequently tested with the final scale items confirmed above. The means, standard deviations, and correlations of organizational support, job satisfaction, organizational commitment, life satisfaction, and intent to quit scales are reported in Table 4. Path coefficients and their standard errors for the path model are reported in Fig. 2. As detailed below, initial path analysis revealed that the hypothesized model did not produce an acceptable fit to the data ( $X^2[6] = 25.77, p < 0.0001$ ), despite a number of significant path linkages in the model. While each of the paths in the model themselves were significant, in univariate terms, the data could provide support for each of the hypotheses as modeled. This conclusion was based upon an examination of the sampling error. Sampling error analysis revealed significant deviations in the model due primarily to two non-specified links between: (a) perceived organizational support and

organizational commitment, and (b) job satisfaction and intent to quit.<sup>2</sup> Based on these results, the model was subsequently revised and retested in an attempt to better model the data. A post-hoc test was conducted to examine: (a) the simultaneous influence of perceived organizational support on job satisfaction and organizational commitment, and (b) the simultaneous influence of job satisfaction and organizational commitment on intent to quit. To test the revised model, an additional degree of freedom was needed to perform the analyses. Therefore, the test of the model was conducted using 5 df opposed to the original 6 df. When modifying path models it is important to weigh the benefit of specifying additional paths for an improved fit over power to conduct and interpret the analyses with confidence (Bentler and Bonnett, 1980; Medsker et al., 1994). In this particular instance the “sacrifice” of 1 df will not adversely impact the interpretability of the model as it remains over-identified.

#### *4.3. Post-hoc analyses*

The revised model presented as Fig. 3 demonstrated a very good fit to the data ( $X^2[5] = 7.03, p = 0.22$ ). Perceived organizational support was significantly related to both job satisfaction and organizational commitment (path coefficient = 0.84,  $p < 0.001$ , and path coefficient = 0.80,  $p < 0.001$ , respectively), supporting Shore and Tetrick’s (1991) findings indicating that perceived organizational support and job satisfaction are strongly related. Job satisfaction remained a significant predictor of life satisfaction (path coefficient = 0.23,  $p < 0.05$ ). Lastly, both job satisfaction and organizational commitment proved to be significant indicators of intent to quit (path coefficient = -0.49,  $p < 0.01$ , and path coefficient = -0.45,  $p < 0.01$ , respectively). The combined standardized regression weights of job satisfaction and

---

<sup>2</sup> LISREL analyses also were performed on these data. Results indicated a good fit to the data overall (GFI = 0.87, AGFI = 0.85, NNFI = 0.91, RMR = 0.056). While these analyses produced a moderate fit to the data, a revision of the model based on the noted sampling error is likely to notably improve the fit.

organizational commitment on intent to quit totaled  $\beta = -0.97$ , suggesting that their simultaneous influence significantly predicts intent to quit. Additionally, LISREL analyses confirmed the fit of revised model, indicating a very good fit of the model to the data (GFI = 0.98, AGFI = 0.94, NNFI = 0.97, RMR = 0.02).

## **5. Discussion**

This investigation examined and applied several well-explored, yet conflicting topics regarding employees' behavior and attitudes. For instance, the job satisfaction- life satisfaction relationship has received considerable attention from scholars of organizational behavior and management (Judge and Watanabe, 1993; Maurer et al., 1981; Schmitt and Bedeian, 1982) and the issues of organizational support, job satisfaction, organizational commitment, and intent to quit have generated volumes of research over the past 30 years. However, the precise application of these constructs in organizations to describe employees' organizational behavior, perceptions and attitudes remains open to debate, particularly among service organizations. This study represents an initial attempt to specifically interpret customer service employees' reactions to their work and non-work environments.

### *5.1. Findings and implications*

Four notable findings emerged from this investigation. First, the confirmatory factor analyses revealed that the attitudinal and perceptual variables developed, measured, and validated in other contexts (e.g., manufacturing, institutional, and probability samples) can be applied to workers in service-based organizations. Although each factor ultimately maintained its original character, the constructs of perceived organizational support and organizational commitment were drastically reduced in the number of reliable items retained in each factor.

Specifically, the reverse coded items in support scale were not internally consistent with the other items, and the reverse coded items in the commitment scale demonstrated lower factor loadings than the other items in the scale. Given the tenuous nature of these findings, careful reevaluation of both the *Survey of Perceived Organizational Support* and the *Organizational Commitment Questionnaire* should be conducted to determine their applicability among service-based workers.

A possible cause for the discrepancy in measurement could be that the items were perceived differently by this particular sample and provide an incomplete assessment of their perceptions using those items. For example, global perceptions of organizational support and commitment may not be salient to service-based employees in the same way as with non-service-based employees. Influences from coworkers, supervisors, and customers may exert an influence on service workers' perceptions apart from the organization as a whole, and the interpersonal nature of the service exchange may influence service employees' organizational commitment in a different manner than traditionally conceptualized. While a single investigation may not be sufficient to support these claims at this time, it should be noted that a variety of service-based employees were sampled in this investigation, providing a starting point for further inquiries into this issue. It is valuable to explore these possibilities in future research to improve our ability to effectively measure service employees' responses to their work environment. This suggests that employees of service-based organizations may react differently to attitudinal measurement. Nevertheless, in order to ensure an accurate and consistent assessment of service workers' attitudes and perceptions of their duties and work, research should focus upon expanding the measurement of these constructs while carefully matching the development of new items specifically toward service-based employees.

Secondly, the hypothesized model (Fig. 1) did not produce as strong a fit as anticipated due to the unmeasured relationship between organizational support and organizational commitment. Therefore, Hypothesis 1 was not supported as originally modeled. While this finding is consistent with some prior research examining organizational support (Eisenberger et al., 1986; Shore and Tetrick, 1991; Shore and Wayne, 1993; Wayne et al., 1997), it is inconsistent with the anticipated relationships among job satisfaction, organizational commitment, and intent to quit (Brooke et al., 1988; Davy et al., 1991; Farkas and Tetrick, 1989; Williams and Hazer, 1986). These findings suggest that among these respondents organizational support is a strong and significant influence of both job satisfaction and organizational commitment and should be modeled as such. While contrary to Hypotheses 3 as originally modeled, organizational commitment is best treated as a joint influence of intent to quit, with job satisfaction rather than a mediator of the two. Additionally, the revised model (Fig. 3) revealed strong relationships among job satisfaction and organizational commitment, however, the path also was best left unspecified in the post-hoc model, not supporting Hypothesis 2 as originally modeled in Fig. 1. The noted relationships indicate that organizational support is an important influence among service workers' global perceptions and attitudes concerning their job and their employing organization and are consistent with prior research and theory (Shore and Tetrick, 1991). These findings suggest that service-based duties and affective responses to such duties are heavily dependent upon the support of the organization for their successful completion.

Third, the job satisfaction-life satisfaction relationship addressed in this study supports the spillover model in which job satisfaction influences life satisfaction (Keon and McDonald, 1982; Rousseau, 1978). Investigations have revisited the job satisfaction-life satisfaction relationship in both cross-sectional and longitudinal designs. Research suggests that a reciprocal

relationship is stronger for the life to job satisfaction link in longitudinal designs only, and the impact appears greater in cross sectional analyses due to the “instantaneous effect” of job satisfaction, compared to the longitudinal one (Judge and Watanabe, 1993; Rain et al., 1991). In this investigation only the job satisfaction to life satisfaction relationship was examined. Life satisfaction was shown to be weakly correlated with organizational support, job satisfaction, organizational commitment, and intent to quit ( $r = 0.17$ ,  $r = 0.24$ ,  $r = 0.18$ , and  $r = -0.03$ , respectively). These findings may be due to the way in which service-related duties are conducted and the extent to which service workers prioritize work-related activities in their lives. In service organizations, workers frequently see the completion and consumption of service by their customers regardless of affect or performance, which may influence the salience that work activities have in their lives. This topic has been addressed in a number of investigations examining the extent to which work is viewed as central among individuals’ lives. Central life interest is typically conceptualized in terms of an individual’s perceptions of job orientation where a non-job orientation identifies features external to work life as most salient, while a job orientation views job-related factors as most salient (Dubin and Champoux, 1977; Dubin et al., 1975). Central life interest has been related to job satisfaction in prior research among clerical and “blue-collar” workers (Dubin and Champoux, 1977; Dubin et al., 1975), but has yet to be systematically evaluated in service-based contexts. The relationships identified in this investigation may be further explained through an examination of workers’ job orientation, as the unique characteristics of service-based employment may have a greater influence on life satisfaction than other types of work. Additional effort should be spent on the analysis of the job satisfaction-life satisfaction relationship in service-based organizations, as this research represents an initial effort along those lines.

Lastly, in the examination of these service-based employees, several notable differences were uncovered among hospitality-based workers (i.e., hotels, restaurants, and taverns) and non-hospitality-based workers (i.e., retail clerks and office staff). The mean responses to the organizational support, job satisfaction, life satisfaction, and intent to quit scales were significantly lower for hospitality workers compared to non-hospitality workers. These findings highlight the issue of work context as an important influence upon service workers' affective evaluations of their job and life situations. In drawing a comparison between hospitality and non-hospitality service-based efforts, hospitality organizations are likely to be more chaotic and dynamic in terms of day-to-day activity and customer interaction, as each customer service episode is different in a variety of ways. Factors such as service episode duration, server-customer exchange, coworker and supervisory support, and customers' reported level of satisfaction would most likely vary with the service episode. This is vastly different from other types of server-customer exchanges. For example a lunch shift in a downtown restaurant is likely to be busy, and different on a daily basis, while a clerk in a video store may see fluctuations in customer traffic, but is not likely to experience large fluctuations in their interaction in each customer service episode. These noted differences warrant further investigation. Additionally, organizational commitment did not vary significantly among these respondents and remained above neutral in their responses ( $M = 3.38$  and  $M = 3.46$ , for hospitality and non-hospitality workers, respectively), suggesting that these service workers remained moderately committed to their employing organizations.

## 5.2. *Limitations*

While parsimony is a desirable characteristic of most research investigations, the simplified models presented in this study may be excluding some important antecedents and

consequents of the variables measured in this study. For example, the climate of a service organization is complex and influenced by multiple factors (Bowen et al., 1989; Schneider and Bowen, 1993; Schneider et al., 1992). This suggests that factors such as standards for service, feelings of belonging and esteem, job identity, conflict among coworkers and supervisors, and customer orientation may exert an influence upon workers' perceptions of organizational support, job satisfaction and commitment at work. Future investigations should consider the impact of additional variables not measured in this analysis.

Secondly, a distinction was not drawn in this investigation among part-time and full-time workers. The service industries rely heavily upon part-time workers in their labor pool. Therefore, it is possible that employee attitudes such as job satisfaction or organizational commitment may vary as a function of workers' employment status. It should be noted, however, that service-based organizations are characterized by this particular workforce composition, and its influence on measured attitudes and perceptions is unlikely to uncover a notable influence, because the influence of part-time workers in the work environment is likely to be institutionalized. Farber and Susskind (1992) examined the attitudes of full-time, part-time, and flex-time workers in two separate hotels, and found no significant differences between the levels of organizational commitment and job satisfaction among the full-time and part-time service-based workers. Regardless, future investigations may benefit from additional empirical work in this area and should further explore the distinction between part-time and full-time workers when examining employees' attitudes in service-based organizations.

Finally, this investigation used a cross-sectional design to examine the proposed research issues. It is possible that different relationships between organizational support, organizational commitment, job satisfaction, life satisfaction, and intent to quit may have existed at times not

observed in this investigation. For example, Judge and Watanabe (1993) found differing results when comparing their cross-sectional data to their longitudinal data over a five-year time frame. While it is possible that a longitudinal sampling frame may have produced results similar to those reported in the present study, multiple sampling intervals will certainly add value to any claims of generalizability.

## **6. Conclusion**

A primary goal of this investigation was to reassess and test the validity and relationships of perceptual and attitudinal measures among service-based employees. While, this investigation produced results different from previous investigations, findings indicate that the measurement of employee attitudes remain consistent with many of the theoretical underpinnings which guide our research. It is suggested here that the measures of organizational support and organizational commitment be reevaluated before additional confidence be put upon their utility in service-based settings. Of greater interest, a diverse sample of hospitality and non-hospitality service-based workers were sampled to conduct this investigation. Hospitality participants indicated consistently lower levels of positive affect in their responses when compared to non-hospitality participants. Based on these findings additional attention should be paid not only to the differences among service and manufacturing settings, but also hospitality and non-hospitality service workers.

This research investigation contributes to the field of hospitality management and organizational behavior by examining workers' perceptions and attitudes strictly in a service context. Specifically, this investigation extends research on organizational support, organizational commitment, job satisfaction, life satisfaction, and intent to quit to service-based

organizations, and examines employees' reactions to their work and non-work lives. To increase our understanding of customer service organizations and their workers, future research should continue to examine the behavioral, attitudinal, and perceptual reactions of service-based employees, and the organizational environments in which they operate.

## References

- Anderson, J.C., Gerbing, D.W., 1988. Structural equation modeling in practice: a review and recommended two-step approach. *Psychological Bulletin* 103 (3), 411-423.
- Bentler, P.M., Bonnett, D.G., 1980. Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin* 88, 588-606.
- Bitner, M.J., 1990. Evaluating service encounters: the effects of physical surroundings and employee responses. *Journal of Marketing* 54, 69-82.
- Bitner, M.J., Booms, B.H., Mohr, L.A., 1994. Critical service encounters: the employees viewpoint. *Journal of Marketing* 58, 95-106.
- Bolten, R.N., Drew, J.H., 1991. A longitudinal analysis of the impact of service changes on customer attitudes. *Journal of Marketing* 55, 1-9.
- Borchgrevink, C.P., Boster, F.J., 1998. leader-member exchange and interpersonal relationships: construct validity and path model. *The Journal of Hospitality and Leisure Marketing* 4, 53-79.
- Bowen, D.E., Siehl, C., Schneider, B., 1989. A framework for analyzing customer service orientations in manufacturing. *Academy of Management Review* 14, 75-95.
- Brooke, P.P., Russel, D.W., Price, J.L., 1988. Discriminant validation of measures of job satisfaction, job involvement, and organizational commitment. *Journal of Applied Psychology* 73, 139-145.
- Chacko, T.I., 1983. Job and life satisfactions: a causal analysis of their relationships. *Academy of Management Journal* 26, 163-169.

- Cook, J.D., Hepworth, S.J., Wall, T.D., Warr, P.B., 1981. *The Experience of Work: A Compendium and Review of 249 Measures and their Use*. Academic Press, Orlando, FL.
- Coyle, M.P., Dale, B.G., 1993. Quality in the hospitality industry: a study. *International Journal of Hospitality Management* 12, 141-153.
- Davidow, W.H., Uttal, B., 1989. Service companies: focus or falter. *Harvard Business Review* 66, 77-85.
- Davy, J.A., Kinicki, A.J., Scheck, C.L., 1991. Developing and testing a model of survivor responses to layoffs. *Journal of Vocational Behavior* 38, 302-317.
- Diener, E., Emmons, R.A., Larsen, R.J., Griffin, S., 1985. The satisfaction with life scale. *Journal of Personality Assessment* 49, 71-75.
- Dubin, R., Champoux, J.E., 1977. Central life interests and job satisfaction. *Organizational Behavior and Human Performance* 18, 366-377.
- Dubin, R., Champoux, J.E., Porter, L.W., 1975. Central life interests and organizational commitment of blue-collar and clerical workers. *Administrative Science Quarterly* 20, 411-421.
- Eisenberger, R., Fasolo, P., Davis-LaMastro, V., 1990. Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology* 75, 51-59.
- Eisenberger, R., Huntington, R., Hutchinson, S., Sowa, D., 1986. Perceived organizational support. *Journal of Applied Psychology* 71, 500-507.
- Farber, B.M., Susskind, A.M., 1992. The effects of work schedule and non-work activities on the organizational commitment of hotel employees. Paper presented at the *Annual*

*Conference of the Council on Hotel, Restaurant, and Institutional Education, Orlando, Florida.*

Farkas, A., Tetrick, L.E., 1989. A three-wave longitudinal analysis of the causal ordering of satisfaction and commitment on turnover decisions. *Journal of Applied Psychology* 74, 855-868.

Finstahl, T.W., 1989. My employees are my service guarantee. *Harvard Business Review* 28-32.

Ford, W.S.Z., 1995. Evaluation of the indirect influence of courteous service on customer discretionary behavior. *Human Communication Research* 22, 65-89.

Ford, W.S.Z., Etienne, C.N., 1994. Can I help you? A framework for interdisciplinary research on customer service encounters. *Management Communication Quarterly* 7, 413-441.

Friedman, D.S., 1998. Help wanted. *Mckinsey Quarterly* 35, 34-44.

Frone, M.R., Russell, M., Copper, M.L., 1994. Relationship between job satisfaction and family satisfaction: causal or noncausal variation?. *Journal of Management* 20, 565-579.

Gerbing, D.W., Hunter, J.E., 1980. *Casual models and confirmatory factor analysis: the need for a two step analysis and critique of Lisrel*. Unpublished manuscript, Department of Psychology, Baylor University.

Guerrier, Y., Deery, M., 1998. Research in hospitality management and organizational behaviour. *International Journal of Hospitality Management* 17, 145-160.

Hackman, J.R., Oldham, G.R., 1975. Development of the job diagnostic survey. *Journal of Applied Psychology* 60, 159-170.

Hamilton, M.A., Hunter, J.E., 1988. *Confirmatory factor analysis: a program in basica*. Unpublished manuscript, University of Connecticut, Storrs.

- Hayduk, L.A., 1987. *Structural Equation Modeling with LISREL: Essentials and Advances*. Johns Hopkins University Press, Baltimore, MD.
- Hinkin, T.R., Tracey, J.B., Enz, C.A., 1997. Scale construction: developing reliable and valid measurement instruments. *Journal of Hospitality and Tourism Research* 21, 100-120.
- Hunter, J.E., 1980. Factor analysis. In: Monge, P.R., Cappella, J.N. (Eds.), *Multivariate Techniques in Human Communication Research*. Academic Press, New York, pp. 229-257.
- Hunter, J.E., Cohen, S.H., 1969. PACKAGE: a system of computer routines for the analysis of correlational data. *Educational and Psychological Measurement* 29, 697-700.
- Hunter, J.E., Gerbing, D.W., 1980. Unidimensional measurement, second order factor analysis, and causal models. In: Staw, B.M., Cummings, L.L. (Eds.), *Research in Organizational Behavior, Vol. 4*. JAI Press, Greenwich, CT, pp. 267-320.
- Hunter, J.E., Hamilton, M.A., 1995. *Pathe: a program in basica*. Unpublished manuscript, University of Connecticut, Storrs.
- Iaffaldano, M.T., Muchinsky, P.M., 1985. Job satisfaction and job performance: a metaanalysis. *Psychological Bulletin* 97, 251-273.
- Jijreskog, K.G., Sijrbom, D., 1993. *Lisrel for Windows 8.12a*. Scientific Software International, Inc., Chicago, IL.
- Judge, T.A., Watanabe, S., 1993. Another look at the job satisfaction-life satisfaction relationship. *Journal of Applied Psychology* 78, 939-948.
- Keon, T.L., McDonald, B., 1982. Job satisfaction and life satisfaction: an empirical evaluation of their interrelationship. *Human Relations* 35, 167-180.

- Kelly, S.W., 1992. Developing customer orientation among service employees. *Journal of the Academy of Marketing Science* 20, 27-36.
- Kraut, A.I., 1975. Predicting turnover of employees from measured job attitudes. *Organizational Behavior and Human Performance* 13, 233-243.
- Lawler, E.E., 1986. *High-Involvement Management*. Jossey-Bass, San Francisco, CA.
- Locke, E.A., Latham, G.P., 1990. Work motivation and satisfaction: light at the end of the tunnel. *Psychological Science* 1, 240-246.
- Lengnick-Hall, C.A., 1996. Customer contributions to quality: a different view of the customer oriented firm. *Academy of Management Review* 21, 791-824.
- Maurer, J.G., Vrendenburgh, D.J., Smith, R.L., 1981. An examination of the central life interest scale. *Academy of Management Journal* 24, 174-182.
- Medsker, G.J., Williams, L.J., Holahan, P.J., 1994. A review of current practices for evaluating causal models in organizational behavior and human resources management research. *Journal of Management* 20, 439-464.
- Meyer, J.P., Paunonen, S.V., Gellatly, I.R., Goffin, R.D., Jackson, D.N., 1989. Organizational commitment and job performance: it's the nature of the commitment that counts. *Journal of Applied Psychology* 74, 152-156.
- Miller, D.C., 1991. *Handbook of Research Design and Social Measurement, 5th Edition*. Sage Publications, Newbury Park, CA.
- Mowday, R.T., Steers, R.M., Porter, L.W., 1979. The measurement of organizational commitment. *Journal of Vocational Behavior* 14, 224-247.
- Near, J.P., Rice, R.W., Hunt, R.G., 1978. Work and extra-work correlates of life and job satisfaction. *Academy of Management Journal* 21, 248-264.

- Nunnally, J.C., 1978. *Psychometric Theory, 2nd edition*. McGraw-Hill, New York.
- Oliva, T.A., Oliver, R.L., MacMillan, I.C., 1992. A catastrophe model for developing service satisfaction strategies. *Journal of Marketing* 56, 83-95.
- Parasuraman, A., Zeithaml, V.A., Berry, L., 1985. A conceptual model of service quality and its implications for future research. *Journal of Marketing* 49, 41-50.
- Parasuraman, A., Zeithaml, V.A., Berry, L., 1988. SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing* 64, 12-40.
- Pedhazur, E.J., 1982. *Multiple Regression in Behavioral Research: Explanation and Prediction*. Holt, Rinehart and Winston, Fort Worth, TX.
- Rain, J.S., Lane, I.M., Steiner, D.D., 1991. A current look at the job satisfaction/life satisfaction relationship: review and future considerations. *Human Relations* 44, 287-307.
- Rousseau, D.M., 1978. Relationship of work to nonwork. *Journal of Applied Psychology* 63, 513-517.
- Schmitt, N., Bedeian, A.G., 1982. A comparison of LISREL and two-stage least squares analysis of a hypothesized life-job satisfaction reciprocal relationship. *Journal of Applied Psychology* 67, 806-817.
- Schneider, B., Bowen, D.E., 1992. Personnel/human resources management in the service sector. *Research in Personnel and Human Resources Management* 10, 1-30.
- Schneider, B., Bowen, D.E., 1993. The service organization: Human resources management is crucial. *Organizational Dynamics* 21 (4), 39-52.
- Schneider, B., Bowen, D.E., 1995. *Winning the Service Game*. Harvard Business School Press, Cambridge, MA.

- Schneider, B., Wheeler, J.K., Cox, J.F., 1992. A passion for service: using content analysis to explicate service climate themes. *Journal of Applied Psychology* 77, 705-716.
- Schwab, D.P., 1980. Construct validity in organizational behavior. *Research in Organizational Behavior* 2, 3-43.
- Shore, L.M., Tetrick, L.E., 1991. A construct validity study of the survey of perceived organizational support. *Journal of Applied Psychology* 76, 637-643.
- Shore, L.M., Wayne, S.J., 1993. Commitment and employee behavior: comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of Applied Psychology* 78, 774-780.
- Singh, J., Goolsby, J.R., Rhoads, G.K., 1994. Behavioral and psychological consequences of boundary spanning burnout for customer service representatives. *Journal of Marketing Research* 31, 558-569.
- Spearman, C., 1904. "General intelligence" objectively determined and measured. *American Journal of Psychology* 15, 201-293.
- Tett, R.P., Meyer, J.P., 1993. Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology* 46, 259-291.
- Wayne, S.J., Shore, L.M., Liden, R.C., 1997. Perceived organizational support and leader-member exchange: a social exchange perspective. *Academy of Management Journal* 40, 82-111.
- Williams, L.J., Hazer, J.T., 1986. Antecedents and consequences of satisfaction and commitment in turnover models: a reanalysis using latent variable structural equation methods. *Journal of Applied Psychology* 71, 219-231.

Wright, S., 1921. Correlation and causation. *Journal of Agricultural Research* 20, 557-585.

Wright, S., 1934. The method of path coefficients. *Annals of Mathematical Statistics* 5, 161-215.

**Table 1.** Listing of organizational types and positions surveyed listed by hospitality and non-hospitality affiliation

---

Hospitality-based ( <i>n</i> = 205)
Bar/tavern
Catering
Country club
Coffee house/Cafe
Comedy club/bar
Adult dance club
Hotel (food + beverage)
Hotel (rooms/front office)
Restaurant (full service)
Restaurant (quick service)
Non-hospitality-based ( <i>n</i> = 181)
Amusement park
Auto mechanic
Auto sales
Bank customer services
Dance instructor
Day camp counselor
Day care center
Desk receptionist
Dry cleaner
Educator
Human resources administrator
Independent consultant
Insurance sales
Legal services
Library services
Movie theater
News reporter
Pet store
Plumbing services
Police and public safety
Political offices
Social worker
Tanning salon
Telemarketing
Temporary agency
Travel agency
<i>N</i> = 386

**Table 2.** Pearson product moment correlations of the retained scale items.

Variable	Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
(1) Support 1	3.59	1.15	—											
(2) Support 4	3.17	1.24	0.57	—										
(3) Support 7	3.64	1.12	0.44	0.53	—									
(4) Support 10	3.52	1.06	0.53	0.51	0.61	—								
(5) Support 11	3.43	1.07	0.57	0.57	0.64	0.69	—							
(6) Support 16	3.47	1.11	0.53	0.53	0.62	0.59	0.70	—						
(7) Commitment 1	3.86	1.11	0.28	0.28	0.34	0.33	0.32	0.39	—					
(8) Commitment 2	3.66	1.23	0.44	0.36	0.41	0.41	0.47	0.45	0.49	—				
(9) Commitment 3	3.67	1.25	0.20	0.18	0.31	0.28	0.28	0.26	0.42	0.46	—			
(10) Commitment 4	2.81	1.25	0.25	0.25	0.22	0.32	0.30	0.27	0.35	0.48	0.30	—		
(11) Commitment 6	3.77	1.11	0.44	0.42	0.46	0.46	0.49	0.49	0.44	0.68	0.45	0.49	—	
(12) Commitment 7	2.89	1.39	0.18	0.14	0.22	0.26	0.26	0.22	0.30	0.38	0.35	0.21	0.38	—
(13) Commitment 8	3.39	1.21	0.36	0.38	0.35	0.38	0.41	0.43	0.55	0.58	0.43	0.44	0.58	0.34
(14) Commitment 9	4.10	1.15	0.33	0.24	0.37	0.36	0.38	0.40	0.43	0.52	0.48	0.25	0.53	0.36
(15) Commitment 10	3.06	1.24	0.31	0.35	0.32	0.35	0.41	0.37	0.40	0.62	0.39	0.54	0.53	0.39
(16) Commitment 11	3.63	1.16	0.18	0.20	0.34	0.23	0.25	0.31	0.45	0.46	0.44	0.27	0.43	0.30
(17) Job satisfaction 1	3.53	1.05	0.51	0.57	0.54	0.48	0.54	0.54	0.37	0.49	0.27	0.26	0.48	0.15
(18) Job satisfaction 2	3.70	0.99	0.33	0.37	0.41	0.36	0.41	0.46	0.26	0.33	0.21	0.21	0.31	0.10
(19) Job satisfaction 3	3.27	1.08	0.45	0.56	0.47	0.47	0.54	0.51	0.24	0.35	0.16	0.21	0.36	0.21
(20) Intent to quit 1	3.43	1.24	-0.43	-0.47	-0.50	-0.44	-0.54	-0.42	-0.33	-0.46	-0.20	-0.26	-0.45	-0.23
(21) Intent to quit 2	3.13	1.21	-0.47	-0.49	-0.49	-0.51	-0.57	-0.54	-0.33	-0.43	-0.25	-0.26	-0.40	-0.23
(22) Life satisfaction 1	3.46	1.17	1.12	0.17	0.05	0.10	0.14	0.19	0.07	0.00	0.00	0.07	0.05	-0.01
(23) Life satisfaction 2	3.63	1.12	0.11	0.15	0.08	0.10	0.11	0.14	0.11	0.02	0.03	0.02	0.05	0.01
(24) Life satisfaction 3	3.92	1.03	0.19	0.19	0.12	0.12	0.17	0.19	0.05	-0.02	-0.01	-0.02	0.06	-0.00
(25) Life satisfaction 4	3.77	1.21	1.11	0.13	0.25	0.25	0.24	0.25	0.13	0.09	0.10	0.09	0.16	0.10
(26) Life satisfaction 5	3.22	1.32	0.02	0.03	0.15	0.12	0.16	0.15	0.03	0.04	0.07	0.11	0.08	0.07

Table 2 continued.

	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
(1) Support 1														
(2) Support 4														
(3) Support 7														
(4) Support 10														
(5) Support 11														
(6) Support 16														
(7) Commitment 1														
(8) Commitment 2														
(9) Commitment 3														
(10) Commitment 4														
(11) Commitment 6														
(12) Commitment 7														
(13) Commitment 8	—													
(14) Commitment 9	0.44	—												
(15) Commitment 10	0.55	0.34	—											
(16) Commitment 11	0.40	0.49	0.40	—										
(17) Job satisfaction 1	0.40	0.38	0.37	0.41	—									
(18) Job satisfaction 2	0.28	0.24	0.23	0.21	0.58	—								
(19) Job satisfaction 3	0.34	0.23	0.31	0.20	0.59	0.55	—							
(20) Intent to quit 1	-0.42	-0.37	-0.41	-0.38	-0.59	-0.38	-0.46	—						
(21) Intent to quit 2	-0.39	-0.33	-0.40	-0.29	-0.49	-0.40	-0.63	0.61	—					
(22) Life satisfaction 1	0.10	0.01	0.10	0.03	0.15	0.16	0.21	-0.14	-0.28	—				
(23) Life satisfaction 2	0.05	0.01	0.12	0.04	0.04	0.20	0.24	-0.18	-0.25	0.69	—			
(24) Life satisfaction 3	0.00	0.01	0.03	-0.02	0.23	0.21	0.24	-0.18	-0.24	0.63	0.75	—		
(25) Life satisfaction 4	0.17	0.08	0.17	0.14	0.18	0.12	0.17	-0.19	-0.27	0.49	0.48	0.47	—	
(26) Life satisfaction 5	0.09	0.03	0.15	0.07	0.09	0.15	0.13	0.19	-0.19	-0.43	0.47	0.44	0.53	—

Note: Correlations greater than 0.13 are significant at the  $p < 0.01$  level and correlations greater than 0.17 are significant at the  $p < 0.001$  level.

**Table 3.** Final factor loadings for the final retained scale items

<i>Perceptions of organizational support</i>	
The organization values my contribution to its well-being	0.68
The organization strongly considers my goals and values	0.70
Help is available from the organization when I have a problem	0.75
The organization is willing to help me when I need a special favor	0.77
The organization cares about my general satisfaction at work	0.86
The organization cares about my opinions	0.79
If the organization could hire someone to replace me at a lower salary, it would do so (R)	—
The organization fails to appreciate any efforts from me (R)	—
The organization would ignore any complaints from me (R)	—
The organization disregards my best interests when it makes decisions that affect me (R)	—
The organization really cares about my well-being	—
Even if I did the best job possible, the organization would fail to notice (R)	—
If given the opportunity, the organization would take advantage of me (R)	—
The organization shows very little concern for me (R)	—
The organization takes pride in my accomplishments at work	—
The organization tries to make my job as interesting as possible	—
<i>Job satisfaction</i>	
Generally speaking, I am very satisfied with this job	0.79
I am generally satisfied with the kind of work I do in this job	0.74
Most people on this job are very satisfied with the job	0.74
<i>Intent to quit</i>	
People on this job often think of quitting	0.79
I frequently think of quitting this job	0.79
<i>Organizational commitment questionnaire</i>	
I would accept almost any type of job assignment in order to keep working for this organization	0.64
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	0.81
I usually tell my friends that this is a great organization to work for	0.62
I feel very little loyalty to this organization (R)	0.55
I am proud to tell others that I am part of this organization	0.78
I could just as well be working for a different organization as long as the type of work was similar (R)	0.49
This organization really inspires the very best in me in the way of job performance	0.74
Deciding to work for this organization was a definite mistake on my part (R)	0.65
For me this is the best of all possible organizations to work for	0.71
It would take very little to cause me to leave this organization (R)	0.61
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees (R)	—
I am extremely glad that I chose to work for this organization over others I was considering.	—

There is not much to be gained by staying with this organization indefinitely (R)	—
I find that my values and the organization's values are very similar	—
I really care about this organization	—
<i>Life satisfaction</i>	
In most ways my life is close to my ideal	0.77
The conditions of my life are excellent	0.84
I am satisfied with my life	0.80
So far I have gotten the important things I want in life	0.65
If I could live my live over, I would change almost nothing	0.61

---

*Note:* "—" indicates an item excluded from the final factor solution; "(R)" denotes items presented in reverse form.

**Table 4.** Final scale correlations, means, standard deviations, and reliability estimates

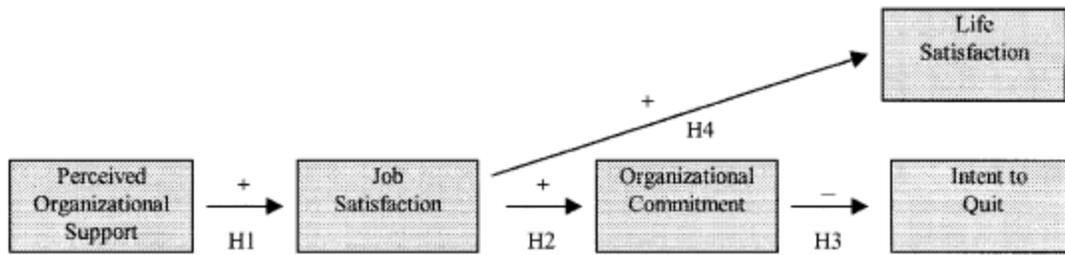
Variable	<i>M</i> <i>SD</i>						
			(1)	(2)	(3)	(4)	(5)
(1) Organizational support	3.43	0.84	[0.89]	0.84	0.80	0.83	-0.13
(2) Job satisfaction	3.48	0.83	0.71***	[0.80]	0.80	-0.85	0.23
(3) Organizational commitment	3.41	0.70	0.71***	0.68***	[0.89]	-0.84	0.17
(4) Inent to quit	1.62	0.52	-0.68***	-0.66***	-0.69***	[0.76]	-0.20
(5) Life satisfaction	3.54	0.83	0.11	0.19***	0.15**	-0.16**	[0.85]

*Note:*  $N = 360$  using listwise deletion; correlations in the upper triangle have been corrected for attenuation due to error of measurement;

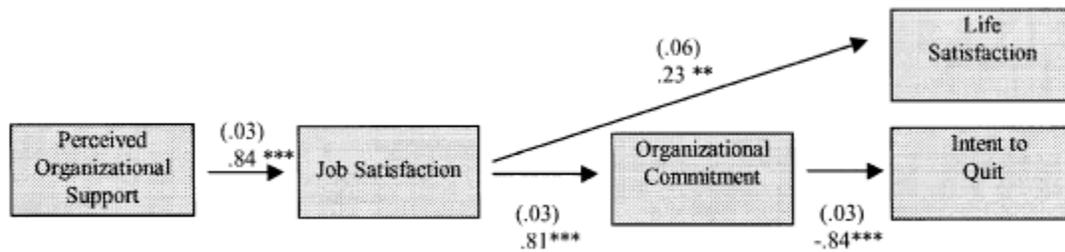
\*\* $p < 0.01$ .

\*\*\* $p < 0.001$ .

Each scale's reliability (Cronbach's  $\alpha$ ) is reported in the diagonal in brackets.

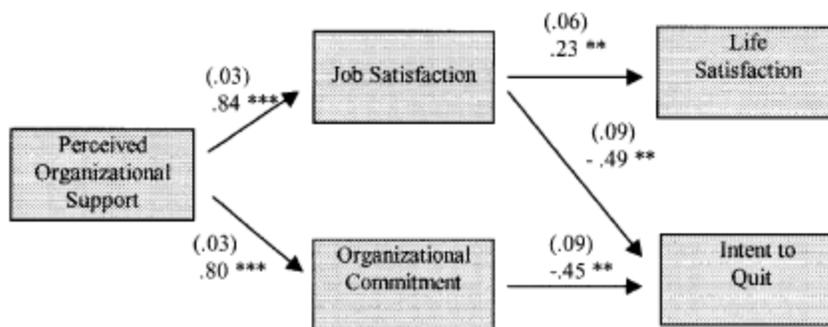


**Figure 1.** Model of customer service employees' perceptions.



Note: Standard errors appear in the parentheses; \*\*\* =  $p < .001$ , \*\* =  $p < .01$ ;  $N=360$  using listwise deletion.

**Figure 2.** Test of the hypothesized model.



Note: Standard errors appear in the parentheses; \*\*\* =  $p < .001$ , \*\* =  $p < .01$ ;  $N=360$  using listwise deletion.

**Figure 3.** Test of the revised model.