

**SERVICE ORIENTATION DISCREPANCY BETWEEN MANAGERS AND EMPLOYEES AND ITS IMPACT ON THE AFFECTIVE REACTIONS OF EMPLOYEES: A CASE STUDY OF CASUAL RESTAURANT SEGMENT**

by

Suk-Bin Cha

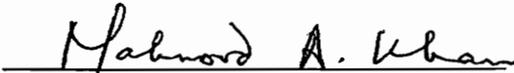
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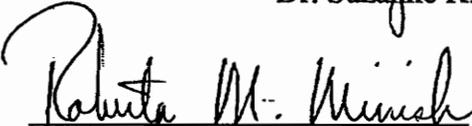
IN

HOSPITALITY AND TOURISM MANAGEMENT

APPROVED:

  
Dr. Mahmood A. Khan, Co-Chair

  
Dr. Suzanne K. Murrmann, Co-Chair

  
Dr. Roberta M. Minish

  
Dr. Kye-Sung Chon

  
Dr. Michael R. Evans

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Suk-Bin Cha

Dr. Mahmood A. Khan and Dr. Suzanne K. Murrmann

Co-Chairman

Hospitality and Tourism Management

(ABSTRACT)

This study attempted to relate service orientation discrepancy between employees and managers to employees' affective reactions in the restaurant industry. To fulfill this purpose, this study developed a new model and tested it by conducting an empirical analysis of restaurant employees. Specifically, this study examined the relationships among service orientation discrepancy (SOD), service employees' role conflict (RC), role ambiguity (RA), job satisfaction (JS), and organizational commitment (OC). In addition, using path analysis, this study further scrutinized the causal relationships among the above variables.

The key findings of this study indicate that there is an SOD between managers and employees. Employees saw themselves as more enthusiastic and less bureaucratic than managers and this SOD was correlated with employee outcomes such as RC, RA, JS, and OC. When the proposed model of the study was tested, the results indicated that SOD had a positive, direct effect on RC and direct, negative effects on JS and OC. SOD also had negative, indirect effects on JS and OC through RC and RA. RC had a negative, direct effect on JS and a negative, indirect effect on OC. RA had a negative, direct effect on JS. Finally, JS had a negative, direct effect on OC.

The contribution of this study lies in attempting to explore the possibility of synthesizing service management and organizational behavior literature in the restaurant industry setting. By introducing the concept of SOD, this study showed the relationship between SOD and its impact on affective reactions of restaurant employees. Further, this study contributed to the existing literature by demonstrating the causal relationships among the variables examined. With these efforts, this study also laid the foundation for future empirical research. From the industry point of view, the findings of this study will provide substantive information that restaurant chains can use to design training, communication, and motivational programs and other human resource management programs for their

employees. The study holds promise for reducing employee turnover and for improving customer service in the hospitality industry.

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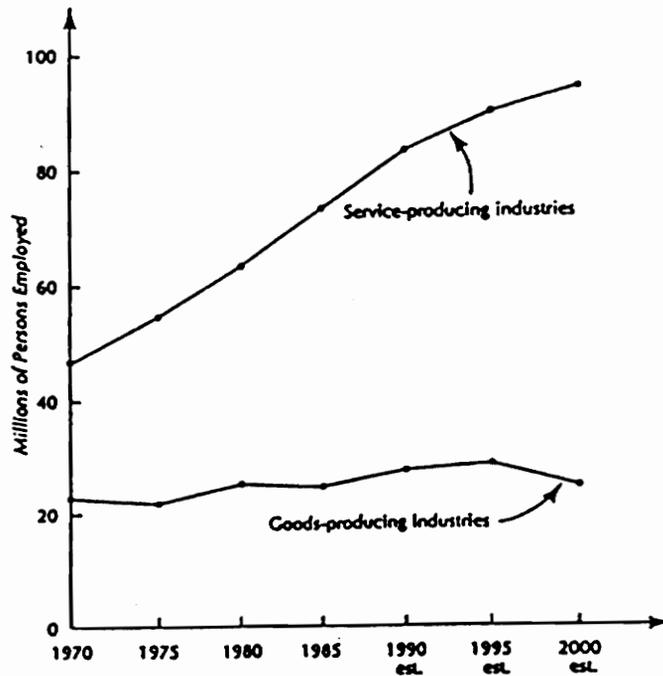
## **CHAPTER ONE**

### **INTRODUCTION**

#### **STATEMENT OF THE PROBLEM**

The U.S. economy is often labeled as "a service economy" (Heskett 1986; Hoffman 1987; Murdick, Render, and Russel 1990). As Bell (1973) pointed, the focus of the post-industrial society has been changed from a "game against fabricated nature" played in the industrial society to a "game between persons." Indeed, many jobs in the service industries require more social or non-technical than technical skills (Heskett 1986; Hogan, Hogan, and Bursch 1984).

The impact of the service sector on the U.S. economy is enormous. According to the U.S. Bureau of Economic Analysis (1993), the contribution of the service sector to the gross domestic product (GDP) increased from 78.6% in 1980 to 79.9% in 1991, in comparison to the contribution of the manufacturing sector which decreased from 21.4% in 1980 to 20.1% in 1991. Services account for 95 % of the 25 million new jobs created since 1969. Of the additional 21 million predicted by 2000, most new jobs will be in the service sector (Figure 1).



Source: Statistical Abstract of the United States (U.S. Government Printing Office), 1987, p.389 and 1988 p.380. Reproduced from Murdick, Render and Russel (1990), p.8.

Figure 1. How jobs in the service industry have soared

Seven out of every 10 American workers are employed in the service sector. By the year 2000, it is expected that almost 8 out of 10 workers will be in the service industry (Table 1).

As the service sector has increased its dominance in the U.S. economy, service-related problems have arisen that have not been adequately solved by traditional manufacturing approaches. One such problem involves the lack of employees' attachment to the organization, a problem derived from the service orientation discrepancy between employees and managers (i.e. the difference between managers' and employees' perceptions of customer service). Previous studies (Dienhart, Gregoire, and Downey 1990; Groves 1992; Parkington and Schneider 1979; Schneider 1980; Schneider and Bowen 1985) have shown a positive relationship between service orientation discrepancy and role conflict and role ambiguity, feelings of frustration and turnover intention, and a negative relationship between service orientation discrepancy and job satisfaction.

Coupled with the low-pay and difficulty of the work in the hospitality industry, this problem of service orientation discrepancy between employees and managers contributes to the high employee turnover rate. One study revealed that

Table 1. Employment prospects for the year 2000 (in millions)

Industry	1965	1986	2000
<i>Goods</i>			
Mining	.6	.8	.7
Manufacturing	18.0	19.0	18.2
Construction	3.2	4.9	5.8
<i>Services</i>			
Transportation and utilities	4.0	5.2	5.7
Wholesale and retail trade	12.6	23.6	30.0
Finance, insurance, and real estate	3.0	6.3	7.9
Miscellaneous services	8.9	22.5	32.5
Government	10.1	16.7	18.3
Total	60.4	99.0	119.1
	100%	100%	100%

Source: Statistical Abstract of the United States (U.S. Government Printing Office, 1988), p.380. Reproduced from Murdick, Render and Russel (1990), p.7.

the turnover rate of hourly workers in the hospitality industry ranged from 60% to 300%, and managerial turnover ranged from 30% to 100% (MacHatton and Baltzer, 1991). A turnover rate of only one hourly position a week would cost a hotel or restaurant between \$88,400 and \$130,000 per year (Hogan 1992). Moreover, the high turnover rates often lead to productivity loss, retraining expenses, and low employee morale (Lydecker 1988).

The problem of service orientation discrepancy between managers and employees is also related to customers' attitudes and opinions concerning service delivery. Previous research revealed that customers' attitudes and opinions concerning service quality were formed by service employees' behavior (Schneider and Bowen 1985, 1993). If a guest received poor or indifferent service in a restaurant, s/he was likely to form a bad image of the restaurant and to spread negative word-of-mouth advertising to other people. According to Sullivan and Roberts (1991), a restaurant may lose a potential three-hundred new customers per day by making one customer angry enough not to come back and tell a dozen of his/her friends not to, either.

Considering these potentially substantial financial losses due to the service orientation discrepancy between managers and employees, the importance of service employees' behavior cannot be overemphasized. However, the literature in

the hospitality industry contains little empirical research on service orientation discrepancy between managers and employees and its impact on the factors highly related to employee turnover such as role conflict/ambiguity, job satisfaction and organizational commitment. Though several studies have been conducted on the subject of service orientation (Dienhart, Gregoire and Downey 1990; George and Tan 1993; Groves 1992; Larsen and Bastiansen 1991), such studies were not grounded within turnover theory or failed to explore service specific variables, such as role conflict and role ambiguity, or the causal relationships among variables studied (Paxson 1994).

Thus, the research problem investigated in this study is designed to gain insight into the problems associated with service orientation discrepancy between managers and employees. This is achieved by exploring how service orientation discrepancy between managers and employees affect several hospitality job aspects such as role conflict, role ambiguity, job satisfaction, and organizational commitment.

## **BACKGROUND OF THE PROBLEM**

The competitive environment of business has moved management focus from "doing the job right" in the 1960s and 1970s to "doing the right job" in the 1990s. The buzzwords have changed from "optimization" and "cost reduction" to "customer satisfaction" and "employee contentment and loyalty" (Rogers, Clow, and Kash 1994). Thus, improving customer satisfaction is one of the most important challenges facing service businesses in the 1990s (Bitner 1990). Despite much emphasis on the idea that "The Consumer is King," the level of customer service demonstrated by many U.S. businesses often leaves room for improvement (Bennet 1990; Hoffman and Ingram 1992; MacNeil 1991; Koepp 1987). For example, a 1990 consumer poll conducted by *The Wall Street Journal* found that 44 percent of respondents felt that the level of service provided by American businesses was only fair or poor (Bennet 1990).

Service is said to have the characteristics of intangibility and simultaneous production and consumption (Berry 1980; Booms and Nyquist 1981; Gronroos 1990). Moreover, service has become the competitive advantage in the hospitality industry. Consequently, the customer has developed high expectations about service and service providers. Due to these service characteristics and the service

encounter between employees and customers (Bitner 1990; Mill 1986), front-line service providers are responsible for most customers' perceptions of service quality (Crosby, Evans, and Cowles 1990; Lockwood and Jones 1989). Research confirms that customers rely on service employee behavior as cues for forming attitudes and opinions about the content of service and how the service was rendered (Schneider and Bowen 1985, 1993). Because of the impact that service providers have on the business, it is imperative that management understand the specific dimensions that help shape employee attitudes about their jobs (Rogers Clow, and Kash 1994).

A stream of research has examined many aspects employee behavior: the service orientation of employees (Dienhart, Gregoire and Downey 1990; George and Tan 1993; Groves 1992; Hogan, Hogan and Bursch 1985; Larsen and Bastiansen 1991; Parkington and Schneider 1979; Schneider 1980; Schneider and Bowen 1985; Schneider, Parkington, and Buxton 1980); the antecedents, correlates, and consequences of role conflict/ambiguity on the employee (Fisher and Gitelson 1983; Hartenian, Hadaway, and Badowick 1994; House and Rizzo 1972; Jackson and Schuler 1985; Schaubroeck, Cotton, and Jennings 1989); the antecedents and consequences of job satisfaction (Arvey, Bouchard, Segal, and Abraham 1989; Dubinsky and Skinner 1984; Locke and Latham 1990; Rogers,

Clow and Kash 1994; Yamaguchi and Garey 1993); and the antecedents or correlates of organizational commitment (Cannon 1992; DeConnick and Bachmann 1994; Hrebiniak and Alutto 1972; Luthans, Baack, and Taylor 1987; Luthans, McCaul, and Dodd 1985; Mathieu and Zajac 1990; Meyer, Paunonen, Gellatly, Goffin, and Jackson 1989; Paxson 1994; Paxson and Umbreit 1992; Sommer, Bae, and Luthans 1993). Findings from these studies indicate that there is a relationship between service orientation discrepancy and affective reactions of employees, including role conflict, role ambiguity, job satisfaction, and organizational commitment.

Except for one study (George and Tan 1993), the literature in the hospitality industry, however, contains little empirical research measuring service orientation discrepancy between managers and employees, or examining the organizational factors that influence employees' organizational commitment (Paxson 1994). Though several studies in the hospitality industry have been conducted on the subject of organizational commitment (Cannon 1992, 1994; Hawkins and Lee 1990; Paxson and Umbreit 1992) and on service orientation (Dienhart, Gregoire and Downey 1990; George and Tan 1993; Groves 1992), those studies lack either a model for the study or an explanation of any causal relationships among variables (Paxson 1994). This void in the hospitality

literature is particularly surprising when one considers the primary role of service providers in the service encounter (Bitner, Booms, and Mohr 1994; Mill 1986).

A study which leads to an understanding of how service orientation discrepancy relates to affective reactions of employees such as role stress, job satisfaction, and organizational commitment in the hospitality industry is not only timely, but crucial. The progress of the body of knowledge on how service management relates to organizational behavior of employees in the hospitality industry is highly dependent upon meeting this challenge. From a practical perspective, the organizational interventions that are necessary for improving organizational commitment of manufacturing or other service businesses employees are also necessary for the restaurant industry. Hence, this research examines how to relate service management and organizational behavior literature in the broad sense.

## **PURPOSE OF THE STUDY**

The topic of organizational commitment has received increasing attention from organizational behavior researchers and managers because of its linkage to

employee turnover (Cannon 1992; Paxson and Umbreit 1992). However, only a handful of studies related to organizational commitment have been reported in the hospitality research literature (Cannon 1992; Farber and Susskind 1992; Paxson 1994; Paxson and Umbreit 1992). No studies investigating organizational commitment in the hospitality industry have incorporated the service orientation discrepancy or sought causal relationships among the variables involved in the study.

This study attempted to extend the research in the area of service orientation discrepancy between employees and managers, and to explore more fully the impact of this discrepancy on employees' affective reactions in the restaurant industry. The purpose of this study, therefore, was to develop a new model in the area and test it by conducting an empirical analysis of restaurant employees. Specifically, this study proposes to examine the relationships among service orientation discrepancy, service employees' role conflict, role ambiguity, job satisfaction, and organizational commitment. In addition, this study further scrutinized the causal relationships among the variables studied, research that has never been conducted in any previous hospitality literature.

## **RESEARCH QUESTIONS**

To fulfill the purpose of the study, an effort has been made to synthesize service management and organizational behavior literature in the hospitality context. The major research questions are as follow:

1. What is the relationship between service orientation discrepancy between employees and managers and affective reactions of the employee in the restaurant industry?
2. What are the intervening variables in the relationship?
3. Is there any causal relationship among the variables?

## **CONTRIBUTIONS OF THIS STUDY**

With a proposed model drawn from both service management and organizational commitment literature, this study investigated the relationship between service orientation discrepancy between managers and employees and its impact on affective reactions of employees such as role stress, job satisfaction, and

organizational commitment. By doing so, this study will contribute to the hospitality industry both in theoretical and practical ways.

First, the contribution of this study lies in theory building. By introducing a concept of service orientation discrepancy in explaining organizational commitment of employees which has never been studied in either the both hospitality or manufacturing literature, this study contributes to the theoretical advancements in the field of organizational behavior studies.

Second, developing new scales of service orientation discrepancy and job satisfaction with guests are another contribution of this study. New scales should be useful and essential in understanding service-specific behaviors of employees in the hospitality industry.

Third, this study is one of only a few attempts to scrutinize the causal relationships among the variables studied in understanding antecedents of organizational commitment of employees, research that has never been conducted in the previous hospitality literature.

Fourth, by developing a new model with additional scales and testing it, this study also lays the foundation for empirical research in the future.

Finally, from the practical perspective, the results of this study will reveal in which areas that service orientation discrepancy between managers and

employees takes place. Identifying the areas of service orientation discrepancy associated with organizational commitment of service employees will provide substantive information that restaurant chains can use to design training, communication, and motivational programs and other human resource management programs for their employees. In addition, an improved understanding of organizational commitment with a consideration of service orientation discrepancy between employees and managers holds promise for reducing employee turnover and for improving customer service in the hospitality industry, where there is a shortage of both entry and management-level employees.

## **DEFINITIONS OF TERMS**

Casual restaurant. A restaurant which seeks to attract middle-income individuals who enjoy dining out yet wish to avoid high prices and the formality of fine-dining restaurants. The characteristics of casual restaurants are that (1) prices fall in the middle-range, (2) their atmosphere is comfortable, (3) the mood is relaxed, and (4) alcohol is frequently served (Chon and Sparrowe 1995).

Job satisfaction. A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke 1983).

Organizational commitment. The strength of an individual's identification with, and involvement in, a particular organization (Mowday, Steers, and Porter 1979).

Role ambiguity. The degree to which a service employee ". . . does not feel he has the necessary information to perform his job adequately; when he is uncertain about what his role partners expect of him, how to act to satisfy those expectation, or how his ultimate performance will be evaluated . . ." (Churchill, Ford and Walker 1976).

Role conflict. The degree to which a service employee ". . . believes that the demands of two or more of his role partners are incompatible and that he cannot simultaneously satisfy all the demands . . ." (Churchill, Ford and Walker 1976).

Role Stress. In this study, this term refers to both role ambiguity and role conflict.

Service orientation. A set of attitudes and behaviors that affects the quality of the interaction between the staff of any organization and its customers (Hogan, Hogan and Bursch 1985).

Service orientation discrepancy. The difference between the kind of orientation each employee thinks a firm should have toward service and the orientation the employee feels management thinks is essential for giving good customer service (Parkington and Schneider 1979).

## **ORGANIZATION OF THE STUDY**

Chapter one presents an overview of the study, including a statement of the problem and research questions. Chapter two provides a review of the literature related to service orientation from the field of service management and role stress, job satisfaction, and organizational commitment from organizational behavior and

discusses the relationships among these constructs in service providers. Previous empirical research findings relevant to the study are reported as they apply to this study. In addition, a model of service providers' service orientation and their job attitudes based on existing concepts and theories is proposed. Chapter three provides a summary of research hypotheses, research design, and methodology for the study. Chapter four presents the findings and analyses of hypotheses testing. Finally, Chapter five provides the summary and implications of findings from the data analyses, limitations of this study, and recommendations for future research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **INTRODUCTION**

This chapter reviews the literature related to service orientation discrepancy and its impact on affective reactions of service employees. First, the definition of service is reviewed and characteristics of service and service dimensions discussed. Second, the importance of service employees and their boundary-spanning role is discussed. Third, the importance and measurement of service orientation are reviewed and perceptions of service orientation between employees and managers discussed. Fourth, the relationship among service orientation discrepancy, role conflict, role ambiguity, job satisfaction, and organizational commitment is discussed, and based on the discussion of the relationships among the variables studied several hypotheses are derived. Fifth, a proposed model of this study is presented to test the derived hypotheses. A summary concludes this chapter.

## **SERVICE AND SERVICE EMPLOYEES**

### **Definition of service**

The concept of service and its relative importance as a management concern is well realized in the world economy. This realization has encouraged the increasing number of scholarly articles devoted to such topics as customer satisfaction, service quality, customer service, etc. (Rust and Oliver 1994).

The concept of service has been defined in several ways. Emphasizing an economic point of view, Murdick, Render, and Russell (1990, p.4) defined service as "economic activities that produce time, place, form, or psychological utilities." Kotler (1991, p.455), from a marketing point of view, defined service as "any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything."

In the hospitality industry, Lewis and Chambers (1989, p.37) see service as "nonphysical, intangible attributes that management clearly does, or should, control." Criticizing the narrowly defined concept of service in the hospitality industry, Murrmann and Suttle (1993) emphasized an orientation away from the view of service as an occupation (a kind of work) toward a perspective of service as a technology (a way work is done).

The above discussion on the definition of service indicates that no well-established definition of service seems to exist, perhaps partly because it is extremely difficult to conceive of a pure good or a pure service (Bateson 1992) and partly because service is viewed as a complex multidimensional concept (Murrmann and Suttle 1993). However, the crux of the definition of service is that service is the most important product of the hospitality industry. Chon and Sparrowe (1995, p.13) call it "the mission and product of hospitality."

### **Characteristics of service**

In contrast to goods, services are said to have some unique characteristics: intangibility, perishability, heterogeneity, and simultaneous production and consumption. The first characteristic is "intangibility." Because services include performances, they cannot be seen, felt, tasted, or touched in the same manner in which goods can be sensed. As the most difficult component of the service experience to measure, intangibility is the critical goods-services distinction from which all other differences emerge (Bateson 1979). Problems resulting from the nature of service include: 1) services cannot be stored, 2) services cannot be protected through patents, 3) services cannot be readily displayed or demonstrated, and 4) prices are difficult to set. The strategies to solve these problems include:

1) stressing tangible cues, 2) using personal sources more than nonpersonal sources, 3) simulating word-of-mouth communications, 4) creating a strong organizational image, 5) using cost accounting to help set prices, and 6) engaging in post-purchase communications (Zeithaml, Parasuraman and Berry 1985).

"Perishability" means that services cannot be saved. For example, there is nothing as perishable as a hotel room or an airline seat. For service providers the effects of perishability are further exaggerated by fluctuating patterns of customer demand (Murrmann and Suttle 1993). Restaurant business peaks during normal mealtimes and dwindles away by mid-afternoon. Another problem related to perishability is that services cannot be inventoried. To solve this problem, companies make simultaneous adjustments in demand and capacity to achieve a closer match between the two (Zeithaml, Parasuraman and Berry 1985).

"Heterogeneity" refers to the potential for high variability and lack of uniformity in the performance of services. This characteristic comes from fluctuations in service caused by the human elements of employees, customer perceptions, and customers themselves (Lewis and Chambers 1989). A resulting problem of heterogeneity would be the difficulty of achieving standardization and quality control of service. To overcome this problem, companies can either industrialize (standardize) service (Levitt 1972) or customize service (Berry 1980).

Levitt (1972) asserted that a company can standardize service by substituting hard technology for personal contact and human effort and by improving work methods or soft technology, or by combining these two methods. Automatic telling machines or salad bars in restaurants are some examples of service industrialization, while non-smoking seating is an example of service customization.

The last characteristic of services is simultaneous production and consumption. Whereas goods are first produced, then sold, and then consumed, services are first sold, then produced and consumed. Since the customer must be present during the service delivery, this characteristic of service "forces the buyer into intimate contact with the production process" (Carmen and Langeard 1980, p.6). The problems related to this characteristic of service include: 1) consumers are involved in production, 2) other consumers are involved in production, and 3) centralized mass production of service is difficult. Strategies to solve these problems are: 1) to emphasize selection and training of customer contact personnel, 2) to manage consumers, and 3) to use multisite locations (Zeithaml, Parasuraman and Berry 1985).

## **Service components**

Service management often involves the interactions between the customer, the employee, and the organization. Previous literature on service management can be divided into two areas: the customer and the employee. The concern for customer service has been the main issue during the last decade. Gronroos (1990) asserted that the quality of service as it is perceived by customers has two components: technical quality and functional quality. The former is what the customer receives as a result of his interaction with a service firm while the latter represents the service process, or how the customer receives the service.

Parasuraman, Zeithaml, and Berry (1985) used in-depth executive interviews and 12 customer focus-groups to find out what components customers use to measure service quality. They revealed ten distinct service dimensions, which they labeled: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer, and tangibles. Through further research and refinement, they reduced these ten dimensions to five: tangibles, reliability, assurance, responsiveness, and empathy (Parasuraman, Zeithaml, and Berry 1988).

The concern for employee service has also received much attention in the literature. Parkington and Schneider (1979) suggested two different service

orientation dimensions. The first one, bureaucratic orientation, is a process by which energy is diverted from providing services to clients and applied to the creation and implementation of new rules and procedures (Blau 1974). The other, in contrast, occurs when a firm with an enthusiastic orientation maintains a flexible and open form of involvement with the customers in the delivery of service (Parkington and Schneider 1979). The most important difference between these two orientations is that the enthusiastic orientation emphasizes the importance of interpersonal relationships at work, concern for the customer, and flexible application of rules, whereas the bureaucratic orientation emphasizes the avoidance of interpersonal issues and stresses rules, procedures, and system maintenance (Schneider 1980). When employee opinions about how their organization should function are not congruent with what they perceive to be emphasized by the organization, service orientation discrepancy between employees and managers results. This discrepancy, in turn, causes employees' role ambiguity, role conflict, dissatisfaction, frustration, and intention to leave the organization (Dienhart, Gregoire and Downey 1990; Schneider 1980; Parkington and Schneider 1979; Schneider and Bowen 1985).

For example, Schneider (1980) investigated the nature of employees who work in banks, how management's orientation to service affects employees and

customers, and the relationship between employee and customer views of the organization's service orientation. He went through three distinct phases: preparation of the organization for the data collection process, interviews with bank branch employees and customers, and survey development and administration to employees and customers. The results suggested that employees perceived themselves to be more enthusiastic and management to be more bureaucratic in service orientation. Employees who worked in settings that were more congruent with their own service orientation experienced less role ambiguity and role conflict and, as a result, were generally more satisfied, experienced less frustration in their efforts to give good service, and were more likely to report that they intended to keep working for the organization. Finally, even though they viewed service from a different perspective, employee and customer perceptions of organizational effectiveness were positively related. When branch employees perceived a strong service orientation in their branch, the customers of those branches reported not only that they received generally superior service, but that specific facets of service were handled in a superior manner.

In a discussion of the hospitality industry, Martin (1986) contended that service quality is a combination of procedural and convivial dimensions. The procedural service deals with the technical systems related to product delivery.

The convivial service reflects the serving personnel's attitudes, behaviors, and verbal skills.

Dienhart, Gregoire and Downey (1990) studied managers and employees in a national pizza restaurant chain to examine the concept of service orientation. The factor analysis of nine service orientation items suggested that service orientation consists of three dimensions: customer focus, organizational support, and service under pressure. Organizational support encompassed management's encouragement of service, training, design of service systems, and organizational procedures for ease of service delivery. The results of the analysis of variance (ANOVA) suggested that job involvement, job satisfaction, job security, and team orientation increased as organizational support increased. Customer focus included three items: customer service interaction, enjoyment, and satisfaction. Higher job involvement, job satisfaction, and job security ratings resulted in higher customer focus scores. Service under pressure was directly influenced by the expectations of customers and management for delivery of good service during busy periods. Employees with higher job security ratings had high service under pressure ratings.

Larsen and Bastiansen (1991) tried to explore the differences in the service attitudes between hotel and restaurant workers and registered nurses (RNs). In

doing so, they used three dimensions of service attitude: cognitive (7 items), emotional/affective (8 items), and behavioral (7 items). The total service attitude in the hotel and restaurant group was, overall, more positive than in the RN group. The hotel and restaurant staff reported that they felt more confident in employee-customer relations and that they judged themselves more competent in this respect than the RNs did. There was, furthermore, a significant difference between the two groups on self-reported typical behaviors during the interaction process.

### **Importance of service employees**

According to Barrington and Olsen (1987), the service concept can be approached from three different perspectives, that of the customer, that of service providers and that of researchers. Many researchers have attempted to examine service quality from the view point of the customer (Bojanic and Rosen 1994; Cronin and Taylor 1992; Knutson, Stevens, Patton, Wullaert, and Yodoyama 1991; Marray, Gregoire, and Downey 1992; Wolfinbarger and Gilly 1991; Zeithaml, Parasuraman, and Berry 1990). However, attention to the employee is as important as is attention to the customer in improving service quality (Berry, Parasuraman, and Zeithaml 1988; Bitner, Booms and Mohr 1994; Dienhart, Gregoire and Downey 1990; Groves 1992; Francese 1993; Hogan, Hogan and

Bursch 1984; Martin 1986; Mill 1986; Schneider and Bowen 1993; Weitzel, Schwarzkopf, and Peach 1989). From the customer's point of view, the most immediate evidence of service occurs in the service encounter when the customer interacts with the firm (Bitner, Booms and Mohr 1994). Several studies (Schneider 1980; Schneider and Bowen 1985, 1993; Schneider, Parkington and Buxton 1980) revealed that employees' perceptions of a service orientation was related to customer perception of overall service quality.

Interactions with service employees are the experiences customers remember most when they leave a hospitality firm. Employees who are uncomfortable with customer contact, who experience stress when dealing with customers, or who lack the expertise to meet customer expectations will cause the customers to have unpleasant memories of the firm. Hence, service employees are the source of product differentiation (Bateson 1992).

### **The boundary-spanning role of the service employee**

The service encounter is an interaction between customers and employees, and varies according to the characteristics and expectations of the individuals involved (Lockwood and Jones 1989). In order to have a successful service encounter, service providers are often asked to perform boundary-spanning

activities in which they act as intermediaries between the environment and the organization (Aldrich and Herker 1977; Rogers, Clow and Kash 1994) by obtaining information about the environment, filtering it, and passing it to other organizational members (Bowen and Schneider 1985). In other words, they are asked to meet the expectations of both customers and organizations.

Because of these boundary-spanning roles, service employees experience potential conflicts from different sources: person/role conflicts, organization/client conflicts, and interclient conflicts (Bateson 1992). When faced with such role stress in their jobs, service employees may try to solve conflicts by avoiding customers or treating customers as inanimate objects to be processed rather than as individuals (Bateson 1992), reactions that are detrimental to meeting customers' needs and wants. Such role stress also affects service employees themselves. Generally, role stress produces dissatisfaction, frustration, and turnover intention in personnel (Bateson 1992; Fisher and Gitelson 1983; Jackson and Schuler 1985; Parkington and Schneider 1979). The consequences of role stress will be discussed in detail in the following section.

## **SERVICE ORIENTATION**

### **Importance of service orientation**

Because service has the characteristics of intangibility and simultaneous production and consumption, quality control is difficult to manage. As a consequence, the hospitality industry has to depend on effective front-line employees. More than most other industries, the hospitality industry relies very heavily on the people skills of their service providers. One study showed that the single factor that best defines high-quality service is personal attention (Cambridge Reports 1987), that is, the service orientation of the employees. The service orientation of service employees is important because those who exhibit a high degree of service orientation engage in behaviors that increase the satisfaction of their customers. In addition, customer-oriented behaviors lead to the development of long-term relationships between the organization and its customers that are beneficial to both parties (Saxe and Weitz 1982). Previous studies showed that customers' attitudes and opinions concerning service delivery were formed by service employees' behavior (Schneider and Bowen 1985, 1993). Therefore, employees' "service orientation" should be critically evaluated better to serve customers.

### **Measurement of service orientation**

Lewis (1987) contended that service-related measures, per se, are so confounded in many cases that they are extremely difficult if not impossible to measure. Yet, some researchers have proposed several methods to measure service orientation.

Using the comparison between bureaucratic and enthusiastic orientation, Parkington and Schneider (1979) developed six items for bureaucratic orientation and ten items for enthusiastic orientation to test the relationship between service orientation discrepancy and bank employees' actual job stress. The results of the study revealed that employees saw themselves as more enthusiastic oriented than managers and this service orientation discrepancy was strongly related to higher employee role ambiguity and role conflict. The service orientation discrepancy and role stress perceptions, in turn, were related to organizational dissatisfaction, intentions to leave the organization, felt frustration, and feelings that the quality of service being offered to customers was low.

Suggesting that the concept of service orientation could be assessed using personality measures, Hogan, Hogan and Bursch (1984) developed a measure of service orientation called the Service Orientation Index (SOI). They used four groups to test the validity of the SOI: 37 senior nursing students, 30 employees of

a suburban nursing home, 100 clerical personnel in a large insurance firm, and 56 truck drivers. Results indicated that the SOI was a valid predictor of on-the-job performance. It can discriminate between those employees who are service oriented (pleasant, tactful, and socially competent) and those who are not (rude, tactless, and socially inept).

Martin (1986) developed the Customer-Service Assessment Scale (CSAS) to determine how adequately a restaurant is meeting the customers' needs. The scale consists of 40 items, half from the service's procedural dimension and the other half from the convivial dimension. Four basic patterns of service arenas emerge from plotting the CSAS responses: freezer, factory, friendly zoo, and full balance service.

Mill (1986) contends that customer-interaction orientation is found in employees who demonstrate behavioral flexibility, display empathy, and possess strong interpersonal skills. For the measurement of behavioral flexibility, he suggests the "Central Life Interest Inventory," (Dubin, Champoux, and Porter 1975) and the "Self-Monitoring Scale" (Snyder 1974). A measure of empathy is the "Selling Orientation-Customer Orientation" (SOCO) (Saxe and Weitz 1982). The theory of transactional analysis (TA) is provided to measure interpersonal skills, especially interpersonal communications.

Finally, Larsen and Bastiansen (1991) developed an instrument for measuring three dimensions of service attitudes called the Service Attitude Questionnaire (SAQ). This questionnaire measures cognitive, emotional/affective, and behavioral dimensions of service attitudes. This instrument can also be a measure of service orientation. The SAQ was used to measure service attitudes in public health care (registered nurses) as well as in the private sector (hotel and restaurant employees).

### **Differences in the perception of service orientation between employees and managers**

The importance of examining employees' service orientation was stated first by Parkington and Schneider (1979). The study revealed a large discrepancy between the front-line employees' service orientation and employees' views of the service orientation of management. Employees viewed themselves as being significantly more enthusiastic than management, and the employees rated management as significantly more bureaucratic than themselves.

Schneider (1980) found that employees in a bank viewed themselves as service enthusiasts and viewed management as service bureaucrats. He concluded

that there was a gap between employees' goals regarding service and their perception of the goals of management regarding service.

For the management perception of service attitude in three service industries, Mack (1991) studied the professionals' attitudes toward the importance of customer service, how they assessed service quality, issues regarding employee training and motivation, and aspects of customer service which are important and which they attempt to control. Each service giver said that quality customer service is very important. The definition of customer service, however, differed quite a bit. How each firm assesses their delivery of quality service differs, as well as what they do to give it.

Service orientation in the hospitality industry is also considered to be highly important because of a direct interaction between the customer and the employee (Dienhart, Gregoire and Downey 1990; George and Tan 1993; Groves 1992). Service is especially important for franchised restaurants, which emphasize uniform service orientation in every unit. However, the service orientation of different levels of employees in the hospitality industry can vary. For example, though managers put emphasis on the customer-orientation, they still have to follow the rules and procedures of the company, such as those found in operational manuals, and therefore are more likely to be bureaucratic or procedure-oriented

than the employee. On the other hand, service employees tend to be more customer or service-oriented, either because they are less burdened with the responsibility of a managerial position or they have strong desires to give service or to work with people in face-to-face relationships (Schneider 1980).

George and Tan (1993) studied the degree of congruency between food servers and managers in the perception of the importance of selected factors of service in a family restaurant chain. The two groups were found statistically different on 7 of the 15 service-related factors. Servers saw themselves as being more customer oriented and less procedures oriented than the managers. The managers, in turn, saw themselves as being more procedural and less customer oriented than the servers. These discussions give rise to the following hypotheses:

**Hypothesis 1: There would be a discrepancy of service orientation between managers and employees in the restaurant industry.**

H1a: Service employees would see themselves as more guest-oriented than managers.

H1b: Service employees would see managers as ore procedure-oriented than themselves.

## **SERVICE ORIENTATION DISCREPANCY, ROLE CONFLICT, ROLE AMBIGUITY, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT**

In exploring the organizational commitment of service employees, the concept of "exchange relationship between the employee and organizations" or "employee-organization fit" can be used (Hrebiniak and Alutto 1972; Mowday, Porter and Steers 1982; Vancouver and Schmitt 1991). Exchange theory suggests that the employee's level of organizational commitment is expected to increase if the exchanges with management are positive for the employee and increase attachment to the organization (Cannon 1992).

According to Schneider's (1987) attraction-selection-attrition model, individuals are attracted to, selected by, and remain with organizations that have organizational goals to their liking. He pointed out that the typical approach to studying job attitudes is flawed because it does not examine the interactions between people and environments. One element of the interactional perspective is fit (Vancouver and Schmitt 1991). The degree of employee-organization fit, in which employees agree with the service orientation of an organization, may have profound effects on their attitudes. Previous research has shown that supervisor-subordinate goal congruence resulted in employees' positive job satisfaction

(Parkington and Schneider 1979; Schneider 1980; Vancouver and Schmitt 1991) and organizational commitment (Reichers 1986; Vancouver and Schmitt 1991).

When employees and managers disagree on service orientation, several job aspects of service employees are also affected: role conflict, role ambiguity, job satisfaction, and organizational commitment. The relationships among service orientation discrepancy, role conflict, role ambiguity, job satisfaction, and organizational commitment are scrutinized in the following section in detail.

#### **Relationship between service orientation discrepancy and role conflict, role ambiguity, job satisfaction, and organizational commitment**

There have been several studies on the relationship between service orientation discrepancy and role stress (role ambiguity and role conflict), overall job satisfaction, feelings of frustration, and turnover intention, mainly in the banking industry (Parkington and Schneider 1979; Schneider 1980; Schneider and Bowen 1985). Though some studies (Dienhart, Gregoire and Downey 1990; Groves 1992) in the hospitality field investigated the relationship between the service orientation of service employees and their job attitudes, a clear linkage between service orientation and role stress is lacking.

Schneider and his colleagues have shown the positive relationship between service orientation incongruence between employees and managers and role ambiguity/conflict. Parkington and Schneider (1979) hypothesized and showed that the greater the discrepancy between service employees' perceptions of management and customer demands, the greater the experienced role stress. Schneider (1980) also revealed that the incongruence between employee service orientation and the perceived orientation of management resulted in role conflict and role ambiguity for service employees. In a replication of a previous study (Parkington and Schneider 1979), Schneider and Bowen (1985) found moderate support on correlates of role stress for boundary role employees.

In terms of the relationship between service orientation discrepancy and job satisfaction, previous studies found a negative relationship. Again, Schneider and his colleagues' research (Parkington and Schneider 1979; Schneider 1980; Schneider and Bowen 1985) found that when overall job satisfaction was used as a dependent variable, the service orientation discrepancy contributed significantly to the prediction equations. In other words, job satisfaction increased as service orientation discrepancy between managers and employees decreased. Beatty (1988) found that people orientation (customer orientation and employee orientation) was strongly associated with employee perceptions of some elements

of job satisfaction, and attachment to the firm, while financial orientation had no such positive benefits. Investigating the service orientation of pizza restaurant employees, Dienhart, Gregoire and Downey (1990) also found that job satisfaction, job involvement, and job security increased as organizational support, one element of service orientation, increased. Among these variables, job satisfaction had the highest predictive power in explaining organizational support.

No research has been conducted on the relationship between service orientation discrepancy and organizational commitment. However, some research findings can be utilized to explain the relationship indirectly. For example, Schneider and his colleagues found a positive relationship between service orientation discrepancy and frustration and turnover intentions. From this finding, it can be reasoned that there would be a negative relationship between service orientation discrepancy and organizational commitment because organizational commitment precedes turnover intention of the employee (DeConnick and Bachmann 1994). As the employees experience more role conflict and ambiguity due to service orientation discrepancy, they can become dissatisfied with their jobs. Then, employees would be less likely to feel attached to the organization. The following hypotheses follow from this discussion:

**Hypothesis 2: There are significant relationships among service orientation discrepancy between managers and employees, role conflict, role ambiguity, job satisfaction, and organizational commitment.**

H2a: The greater the levels of service orientation discrepancy perceived by service employees, the higher their levels of role conflict.

H2b: The greater the levels of service orientation discrepancy perceived by service employees, the higher their levels of role ambiguity.

H2c: The greater the levels of service orientation discrepancy perceived by service employees, the lower their levels of job satisfaction.

H2d: The greater the levels of service orientation discrepancy perceived by service employees, the lower their levels of organizational commitment.

### **Relationship between role conflict and role ambiguity**

In most studies, role conflict and role ambiguity are treated as independent aspects of role stress. This approach, perhaps, follows from an early work in the organizational behavior literature (cf. Rizzo, House, and Lirtzman 1970). Yet the empirical evidence suggests that the two aspects of stress are different (Behrman and Perreault 1984). Jackson and Schuler (1985) also recommended that the role conflict and role ambiguity constructs be regarded as separate constructs. No separation between them resulted in an identified treatment for two theoretically

distinct constructs. Yet, the impacts of both constructs in organizations should be different (Jackson and Schuler 1985).

Service employees have a multitude of role partners such as different managers and guests. Receiving various demands from these sources can aggravate ambiguity about what activities are most appropriate or important (Behrman and Perreault 1984). That is, conflicting situations confronting service employees are likely to induce uncertainty about how to execute their job tasks (Dubinsky, Michaels, Kotabe, Lim, and Moon 1992). In that vein, role conflict should be viewed as contributing to higher levels of ambiguity. Studies on the relationship between role conflict and role ambiguity or role clarity (Behrman and Perreault 1984; Dubinsky, Michaels, Kotabe, Lim, and Moon 1992; Fry, Futrell, Parasuraman, and Chmielewski 1986; House and Rizzo 1972; Hartenian, Hadaway and Badowick 1994; Rogers, Clow and Kash 1994) have found a strong positive correlation between them. Two meta-analyses on the relationship between the two constructs (Fisher and Gitelson 1983; Jackson and Schuler 1985) support the positive relationship. Therefore, the following hypothesis is offered:

**Hypothesis 3: The greater the levels of role conflict perceived by service employees, the higher their levels of role ambiguity.**

### **Relationship between role conflict/ambiguity and job satisfaction**

Job satisfaction is said to be the most frequently used consequence variable of role stress. It appeared in about 50% of all studies in a meta-analysis of correlates of role ambiguity and role conflict (Jackson and Schuler 1985).

Role conflict/ambiguity can lead service providers to feel discontented or disillusioned with their work situations (Walker, Churchill and Ford 1979). Extensive research shows that increased role conflict (Behrman and Perreault 1984; Churchill, Ford and Walker 1976; Dubinsky, Michaels, Kotabe, Lim and Moon 1992; Fisher and Gitelson 1983; Ford, Walker and Churchill 1976; Hartenian, Hadaway and Badowick 1994; Hoffman 1987; Jackson and Schuler 1985; Rogers, Clow and Kash 1994; Schaubroeck, Cotton and Jennings 1989; Teas 1983) and role ambiguity (Behrman and Perreault 1984; Dubinsky, Michaels, Kotabe, Lim and Moon 1992; Fisher and Gitelson 1983; Ford, Walker and Churchill 1976; Hoffman 1987; Hoffman and Ingram 1992; Jackson and Schuler 1985; Rogers, Clow and Kash 1994; Schaubroeck, Cotton and Jennings 1989) lead to decreased job satisfaction. The following hypotheses follow from this discussion:

**Hypothesis 4: There is a significant relationship between role conflict and role ambiguity, and job satisfaction.**

H4a: The greater the levels of role conflict perceived by service employees, the lower their levels of job satisfaction.

H4b: The greater the levels of role ambiguity perceived by service employees, the lower their level of job satisfaction.

### **Relationship between role conflict/ambiguity and organizational commitment**

Though several studies (Luthans, Baack and Taylor 1987; Mathieu and Zajac 1990; Paxson 1994) tried to find antecedents of organizational commitment, little theoretical work has been devoted to how role states such as role conflict and ambiguity relate to organizational commitment (Mathieu and Zajac 1990). The most common assumption has been that role conflict and role ambiguity result from perceptions of the work environment and then influence affective responses. Employees who report a greater level of role ambiguity and role conflict tend to report lower organizational commitment (Mathieu and Zajac 1990).

Although it is not clear whether the relationship between role stress and organizational commitment is direct or indirect or mediated by other variables (Mathieu and Zajac 1990), in their meta-analysis Fisher and Gitelson (1983) found negative relationships between role conflict/ambiguity and organizational commitment. In a subsequent meta-analysis, Jackson and Schuler (1985) showed good evidence that organizational commitment is negatively related to both role

ambiguity and role conflict. The following hypotheses are based on the above discussion:

**Hypothesis 5: There is a significant relationship between role stress and organizational commitment.**

H5a: The greater the levels of role conflict perceived by service employees, the lower their levels of organizational commitment.

H5b: The greater the levels of role ambiguity perceived by service employees, the lower the level of organizational commitment.

**Relationship between job satisfaction and organizational commitment**

One final relationship examined in this study is the job satisfaction-organizational commitment link. Job satisfaction is an important predictor of the employees' organizational commitment and its influence and components have been thoroughly investigated in the organizational commitment literature (Mathieu and Zajac 1990).

Mowday, Steers and Porter (1982) insisted that organizational commitment consists of three elements: (a) the acceptance of the goals and values of the organization; (b) a willingness to exert effort on behalf of the organization; and (c) a desire to stay with the organization. If satisfaction causes commitment, then

employees who are satisfied with their jobs have more organizational commitment than do less satisfied employees (Dubinsky and Skinner 1984).

Previous studies support a positive relationship between job satisfaction and organizational commitment (DeConnick and Bachmann 1994; Dubinsky and Skinner 1984; Hartenian, Hadaway and Badowick 1994; Mathieu and Zajac 1990; Meyer, Paunonen, Gellatly, Goffin and Jackson 1989). Based on this discussion, the following hypotheses are derived.

**Hypothesis 6: The greater the levels of job satisfaction perceived by service employees, the higher their levels of organizational commitment.**

## **A PROPOSED MODEL OF THE STUDY**

The goal of this study was to propose and test a model of the relationship between service orientation discrepancy and affective reactions of service employees such as role stress, job satisfaction and organizational commitment (Figure 2). This model is formulated based on the reviews of organizational behavior and service management literature. Using the antecedents of organizational commitment in

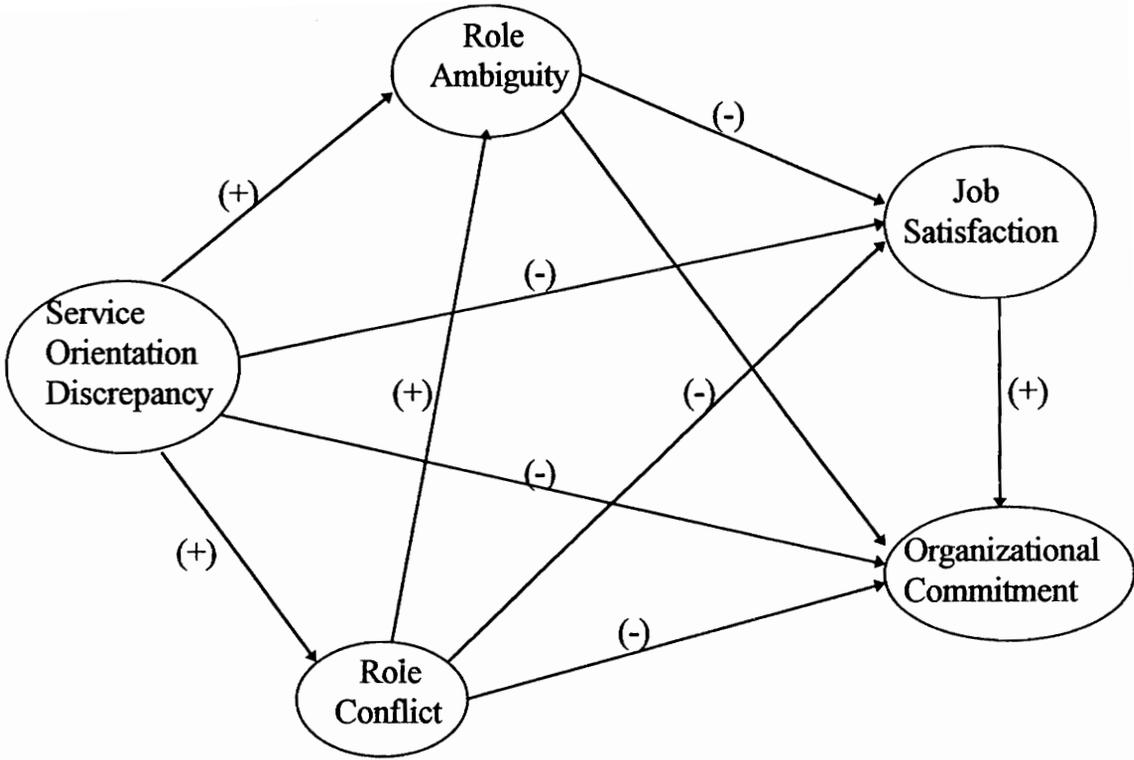


Figure 2. A proposed model of the study

organizational behavior literature, the model incorporates the service concept, that is, the service orientation discrepancy between employees and managers. Four variables derived from the organizational behavior literature are role conflict, role ambiguity, job satisfaction, and organizational commitment. Hypothetical relationships among the service orientation discrepancy and these four variables were postulated based on the discussion of hypotheses. A correlation analysis among the variables was carried out to test the derived hypotheses. In addition, a post hoc analysis of the path analysis was performed to test the overall model in this study.

## **SUMMARY**

This chapter discussed one of the most important factors for the success of a restaurant business, understanding the service orientation of service employees. Customers form their perceptions of a firm's service quality from the employees' service orientation. First, a concept of service was reviewed. Though service is difficult to define, service is said to have four characteristics - intangibility, perishability, heterogeneity, and simultaneous production and consumption. Then, service components were discussed from the customer and the employee point of

of view and several components of each view were identified. Moreover, based on the service encounter, an interaction between customers and employees, the importance of service employees was discussed.

Findings from prior research on service management have indicated that service employees and their service orientation are essential for meeting customer needs and wants. The organizational behavior literature has suggested that service orientation discrepancy definitely relates to the affective reactions of service providers. When employees felt a service orientation discrepancy, they demonstrated greater role conflict/ambiguity, lower job satisfaction, and lower organizational commitment. Based on the literature review on service management and organizational behavior, several research hypotheses were derived for the restaurant setting and a proposed model of this study was presented.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **INTRODUCTION**

This chapter has several purposes. It will summarize the research hypotheses based on the literature review of the second chapter. In addition, the chapter will present the research design, including scale developments, a pre-test of the questionnaire, the research instrument, and the validity and reliability of measures. Moreover, samples, data collection procedures, and data analyses for the study will be discussed in detail.

#### **RESEARCH HYPOTHESES**

The research questions presented in chapter one had a threefold purpose: 1) to identify the relationship between service orientation discrepancy between employees and managers and several affective reactions of service employees in the restaurant

industry; 2) to find the intervening variables in the relationship; and 3) to find any causal relationship among the variables. Based on the research questions in chapter one and the literature review in chapter two, this study proposed the following research hypotheses:

**Hypothesis 1: There is a discrepancy of service orientation between managers and employees in the restaurant industry.**

**H1a: Service employees would see themselves as more guest-oriented (enthusiastic) than managers.**

**H1a: Service employees would see managers as more procedure-oriented (bureaucratic) than themselves.**

**Hypothesis 2: There are significant relationships among service orientation discrepancy between managers and employees, role conflict, role ambiguity, job satisfaction, and organizational commitment.**

**H2a: The greater the levels of service orientation discrepancy perceived by service employees, the higher their levels of role conflict.**

**H2b: The greater the levels of service orientation discrepancy perceived by service employees, the higher their levels of role ambiguity.**

**H2c: The greater the levels of service orientation discrepancy perceived by service employees, the lower their levels of job satisfaction.**

**H2d: The greater the levels of service orientation discrepancy perceived by service employees, the lower their levels of organizational commitment.**

**Hypothesis 3: The greater the levels of role conflict perceived by service employees, the higher their levels of role ambiguity.**

**Hypothesis 4: There is a significant relationship between role conflict and role ambiguity on the one hand and job satisfaction on the other.**

H4a: The greater the levels of role conflict perceived by service employees, the lower their levels of job satisfaction.

H4b: The greater the levels of role ambiguity perceived by service employees, the lower their levels of job satisfaction.

Hypothesis 5: There is a significant relationship between role stress and organizational commitment.

H5a: The greater the levels of role conflict perceived by service employees, the lower their levels of organizational commitment.

H5b: The greater the levels of role ambiguity perceived by service employees, the lower their levels of organizational commitment.

Hypothesis 6: The greater the levels of job satisfaction perceived by service employees, the higher their levels of organizational commitment.

## **DEVELOPMENT OF SCALES**

### **(Service orientation discrepancy and satisfaction with guests items)**

The level of service orientation discrepancy and job satisfaction with guests exhibited by employees of casual restaurants in this study was measured by the scales developed by the researcher. To develop these two scales, this study went through the following steps (Figure 3).

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**Step 1. Define service orientation discrepancy (SOD) and job satisfaction with guests (JSG)**

**Step 2. Identify items related SOD and JSG from literature review**

**Step 3. Refine SOD and JSG Scales using focus group input**

**Step 4. Pre-test of the instrument**

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**Figure 3. Steps of Scale Development**

Step 1) Defining the construct of service orientation discrepancy and job satisfaction with guests

This study defined service orientation discrepancy between managers and employees based on the discussion of two perspectives of service orientation, that is, bureaucratic and enthusiastic orientation (Parkington and Schneider 1979). According to Parkington and Schneider (1979), a bureaucratic orientation is an approach in which energy is diverted from providing services to clients and applied to the creation and implementation of new rules and procedures (Blau 1974). On the other hand, an enthusiastic orientation is a philosophy that values a flexible and interpersonally open form of involvement with the customers in the delivery of service (Parkington and Schneider 1979). Hence, service orientation discrepancy can be defined as the difference between the kind of orientation each employee thinks a firm should have toward service and the orientation the employee feels management thinks is essential for giving good customer service (Parkington and Schneider 1979).

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke 1983) or a positive affective reaction employees have toward their work situations (Locke 1976). Therefore, job satisfaction with guests, one of the dimensions of job

satisfaction, can be defined as a positive emotional reaction employees have in response to their service encounters with guests.

**Step 2) Identifying items related to service orientation and job satisfaction with guests**

Items representing service orientation were generated to form the initial item pool for the service orientation discrepancy (SOD) instrument. The literature review process resulted in the generation of 31 items (Dienhart, Gregoire and Downey 1990; George and Tan 1993; Groves 1992; Parkington and Schneider 1979; Larsen and Bastiansen 1991; Zeithaml, Parasuraman and Berry 1990) (Table 2). Out of 31 items, 23 items were related to enthusiastic orientation while 8 items were related to bureaucratic orientation.

Job satisfaction has five dimensions: satisfaction with the work itself, with the supervision, with co-workers, with promotion opportunities, and with pay (Smith, Kendall and Hulin 1969).

However, few studies have discussed the service-specific dimension of job satisfaction, that is, job satisfaction with guests. Exceptions are Churchill, Ford and Walker (1974) and Teas (1983), who developed the measurement of job satisfaction with customers. For this study, 20 items dealing with job satisfaction with guests were

Table 2. Identified service orientation items from the literature review

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Enthusiastic orientation items (23 items)

- Keep a sense of "family or team" among all restaurant employees
- Greet and address guests by first name
- Take time to give detailed explanations of services to guests
- Help each other during prime service periods
- Relay guest problems and concerns to somebody else if a guest asks for something that is outside the scope of one's job
- Show personal concern for any guest's restaurant problem
- Give something extra
- Spend sufficient time with a guest to identify what s/he really wants
- Give guest service in a new and creative way
- Maintain an emphasis on service quality rather than service quantity
- Check back with the party at least once during a meal
- Satisfy guests' needs even at the expense of the restaurant rules and procedures
- Perform more than assigned job duties
- Be prompt taking guest orders
- Provide a high level of guest service under time/resource pressure
- Know menu items well
- Make quick decisions alone when needed
- Make eye contact when talking to guests
- Anticipate the needs of guests other than food-related ones
- Have restaurant support in community activities
- Have 'small talk' with guests to show friendliness
- Help guest problems and concerns even if a guest asks for something that is outside the scope of one's responsibility

Bureaucratic orientation items (8 items)

- Go by the book (job instructions) even though this does not always please the guests
- Do one's job in a routine fashion (i.e. restocking supplies, cleaning, etc.) at the expense of excellent guest service
- Place much emphasis on suggestive selling to guests

**Table 2. (continued)**

**Use only established methods for solving guests' problems**

**Meet sales quota (goals) set for the restaurant by management**

**Do not have to keep promises to guests, as long as they are kept informed about changes**

**Strictly follow written rules and procedures of the restaurant when serving**

**Hard to be polite to "difficult" guests**

---

derived from both Churchill, Ford and Walker's (1974) and Teas' (1983) studies (Table 3). Out of these 20 items, 8 were satisfying and 12 were dissatisfying items.

**Step 3) Refining the scales of service orientation discrepancy and job satisfaction with guest using focus group input**

Six non-managerial restaurant employees were recruited by the researcher to provide input on service orientation and job satisfaction with guests items and to check the relevancy of items derived from the literature review. The group members varied in gender and age. The focus group session was initiated by the researcher, who provided an overview of service orientation (both enthusiastic and bureaucratic orientation) and job satisfaction with guests as they relate to the service encounter. Then, each participant was given a blank paper and asked to spend thirty minutes jotting down the service orientation and job satisfaction with guests items s/he felt were appropriate for the service encounter. When participants completed this task, they exchanged their opinions on the subject. Following the discussion, a list of service orientation and satisfaction with guests items generated from the literature review was distributed to the participants and they were asked to add to or delete from or rephrase the items in the list. As a

Table 3. Identified items of satisfaction with guests dimensions from the literature review

<u>Satisfying items</u> (8 items)			
Stimulating	Smart	Intelligent	Honest
Tactful	Loyal	Understanding	Friendly
<u>Dissatisfying items</u> (12 items)			
Unpleasant	Boring	Impolite	Stubborn
Talks too much	Quick-tempered	Stupid	Lazy
Narrow interests	Hard to meet	Hard to please	Annoying

result of the focus group, nine additional service orientation discrepancy items (6 enthusiastic and 3 bureaucratic orientation items) and 21 job satisfaction with guests items (13 satisfying and 8 dissatisfying items) were added to the instrument (Table 4 and Table 5).

After the literature review and focus group study, 40 service orientation items (29 enthusiastic and 11 bureaucratic items) and 41 job satisfaction with guest items (21 satisfying and 20 dissatisfying items) were generated. These efforts resulted in a first draft of the questionnaire (Appendix A).

#### Step 4) Pre-testing the instrument

A pre-test was conducted in two phases. The first draft of the questionnaire was circulated to fifteen faculty members and graduate students in the Department of Hospitality and Tourism Management at Virginia Polytechnic Institute and State University for feedback regarding the layout, wording, and understandability of the survey items. Based on the feedback from the above sources, the questionnaire was substantially revised.

Second, the revised questionnaire was tested with employees in two local restaurants. The major objectives of this step were to determine the duration of the

Table 4. Additional service orientation items from the focus group input

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Enthusiastic orientation items (6 items)

- Provide local information
- Express willingness to help guests
- Fulfill guests' special requests
- Know how to calm down an angry guest
- Follow up guest complaints
- Provide more services than guests expect

Bureaucratic orientation items (3 items)

- Treat guests as a number not as a friend
  - Bring food and beverages without talking to guests
  - Not ask how guests enjoy their meal
-

**Table 5. Additional items of satisfaction with guests dimensions from the focus group input**

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<b><u>Satisfying items</u> (13 items)</b>			
Attentive	Patient	Cooperative	Appreciative
Respectful	Open-minded	Thoughtful	Courteous
Considerate	Complimentary	Careful	Generous
Happy			
<b><u>Dissatisfying items</u> (8 items)</b>			
Stingy in tipping	Ignoring	Whiny	Brash
Rushing	Talking down	Demanding	Pushy

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test, identify and correct complex words, and isolate and correct any context affects. Thirty-five employees filled out the draft questionnaire for the pre-test. The questionnaire asked respondents to identify items in service orientation and job satisfaction with guests that were not applicable to their service encounters with guests. Based on the feedback from the second step, the questionnaire was further modified to meet the purpose of the study.

Both steps in the pre-test resulted in substantial modifications of the first draft questionnaire. Similar items in service orientation and job satisfaction with guests were combined, and some unclear items were rephrased. Some items unrelated to the service encounter were removed. The final questionnaire had 28 service orientation items (21 enthusiastic and 7 bureaucratic items) and 26 job satisfaction with guests items (Table 6).

## **RESEARCH DESIGN**

### **Research instrument**

The research instrument (a questionnaire) used in this study can be found in Appendix B. The research instrument consisted of five main sections. The first

Table 6. Final survey items for service orientation and satisfaction with guests

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Enthusiastic orientation items (21 items)

- Keep a sense of "family or team" among all restaurant employees (L)
- Greet and address guests by first name (L)
- Help each other during busy service periods (L)
- Show personal concern for any guests' restaurant problem (L)
- Spend sufficient time with a guest to identify what s/he really wants (L)
- Give guest service in a new and creative way (L)
- Maintain an emphasis on service quality rather than service quantity (L)
- Perform more than assigned job duties (L)
- Be prompt taking guest orders (L)
- Provide a high level of guest service under time/resource pressure (L)
- Know menu items well (L)
- Make quick decisions alone when needed (L)
- Anticipate the needs of guests other than food-related ones (L)
- Engage in 'small talk' with guests to show friendliness (L)
- Help guest problems and concerns even if a guest asks for something that is outside the scope of one's responsibility (L)
- Behave politely with "difficult" guests (L)
- Honor your promises to your guests (L)
  
- Fulfill guests' special requests to the best of one's abilities (F)
- Know how to calm down an angry guest (F)
- Follow up guest complaints (F)
- Provide more services than guests expect (F)

Bureaucratic orientation items (7 items)

- Go by the book (job instructions) even though this does not always please the guests (L)
- Do one's job in a routine fashion (i.e. restocking supplies, cleaning, etc.) at the expense of excellent guest service (L)
- Place too much emphasis on suggestive selling to guest (L)

Table 6. (continued)

Place more emphasis on selling to guests than serving them properly (L)  
Use only established methods for solving guest's problems (L)  
Meet sales quota (goals) set for the restaurant by management (L)  
Strictly follow written rules and procedures of the restaurant when serving (L)

Job satisfaction with guests (26 items)

Stimulating (L)	Understanding (L)	Talks too much (L)
Impolite (L)	Unpleasant (L)	Friendly (L)
Quick-tempered (L)	Stubborn (L)	Hard to please (L)
Attentive (F)	Patient (F)	Cooperative (F)
Appreciative (F)	Thoughtful (F)	Courteous (F)
Considerate (F)	Complimentary (F)	Respectful (F)
Open-minded (F)	Careful (F)	Ignoring (F)
Stingy in tipping (F)	Whiny (F)	Brash (F)
Talking down (F)	Rushing (F)	

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Note: (L) - Items from literature review  
(F) - Items from focus group input

section measured the service orientation discrepancy between managers and employees. The twenty-eight items of service orientation in this section were derived from the scale development discussed before. These questionnaire items were designed to measure restaurant employees' service orientations in relation to both bureaucratic and enthusiastic items. Respondents indicated how essential they thought each was to management and how essential each was to them. The measurement was implemented using a three-point scale (not essential, somewhat essential, and very essential), which has been used in previous studies (Parkington and Schneider 1979; Schneider 1980; Schneider, Parkington and Buxton 1980). Scoring each scale yielded four scale scores: self bureaucratic orientation and enthusiastic orientation, and management bureaucratic orientation and enthusiastic orientation. Service orientation discrepancy is calculated by taking, for each item, the difference between management and self ratings and then summing those differences.

The second section measured respondent perceptions of role conflict and role ambiguity. Role ambiguity and role conflict was measured by using seven and six items, respectively, from the scales developed by Rizzo, House and Lirtzman (1970). One of the role ambiguity items ("I receive an assignment without the manpower to complete it") was excluded from the final questionnaire because it cannot be applied to below-management level employees. These scales were chosen for several reasons.

First, they had an established validity and reliability (Rizzo, House and Lirtzman 1970). Coefficient alpha estimates of internal consistency for the role conflict and role ambiguity scales were .82 and .82 for samples one and two. Corresponding estimates for the role ambiguity scale were .78 and .81. When assessed by correlating role conflict and role ambiguity with 41 different work-related attitudes and outcomes, the overall pattern of these correlations showed evidence of nomological validity for role conflict and role ambiguity. Second, the scales have wide usage in role theory research. According to Jackson and Schuler (1985), approximately 85% of the empirical works investigated in their meta-analysis used the role ambiguity and role conflict scales developed by Rizzo, House and Lirtzman (1970). Finally, the scales seem to be generalizable to the hospitality industry. A focus group of restaurant employees revealed little problem in understanding the items and ended up with minor wording changes.

The first part in this section consisted of six statements designed to measure the way restaurant employees are expected to do their jobs. With seven items, the second part of the section on role ambiguity measured how clear the instructions to carry out their jobs were made to them. Each scale was scored using a seven-point scale ranging from (1) "strongly disagree" to (7) "strongly agree" and by averaging across the relevant items. Both role conflict and role ambiguity was scored so that the greater the score, the greater the perceived role stress.

The third section asked questions concerning the job satisfaction of service employees. Job satisfaction is a multi-dimensional construct. This study used six dimensions of job satisfaction, including five job satisfaction dimensions from the Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin (1969) and one satisfaction with guests dimension developed by the researcher. The JDI scale was chosen for a couple of reasons. First, this scale has been widely used not only in the manufacturing industry (Behrman and Perreault 1984; Johnston, Parasuraman, Futrell and Black 1990; Leigh, Lucas and Woodman 1988; Teas 1983) but also in service industries, including the hospitality industry (Hoffman 1987; Hoffman and Ingram 1992; Yamaguchi and Garey 1993). Second, it has an established validity and reliability (Smith, Kendall and Hulin 1969). Random split-half estimates of reliability ranged from .67 to .78 across subscales, and Spearman-Brown reliabilities between .80 and .88 for the n=80 sample. In terms of convergent validity, the JDI measure of job satisfaction was found to converge with other measures of job satisfaction such as "Faces." JDI's discriminant validity was also revealed when the five dimensions of jobs satisfaction were discriminated among each other, thus measuring different types of employee job satisfaction.

The dimensions of work, supervision, and co-workers consisted of eighteen items each, the dimension of pay and promotion nine items, and the dimension of

satisfaction with guests twenty-six. To answer the questionnaire items on the six different categories of job satisfaction, respondents were instructed to place a "Y" (yes) by those items which they felt described the dimension accurately, and an "N" (no) by those items they felt described the dimension inaccurately. Respondents placed a "?" for any items that could not accurately describe. The procedure used to score the items of the six job satisfaction dimensions are explained in Table 7. Overall job satisfaction was computed by adding together each respondent's score on each of the six dimensions.

The fourth section asked for the degree of organizational commitment of the respondents. This study used the most popular operationalization of organizational commitment (OCQ), the one set forth by Mowday, Steers and Porter (1979). This scale was chosen for this study because it has been widely used in the service industry including the hospitality industry (Hawkins and Lee 1990; Hoffman 1987; Murray, Gregoire, and Downey 1990). In addition, the OCQ scale had an established validity and reliability. The coefficient alpha across nine samples ranged from .88 to .90 for the 15-item version and .82 to .93 for the 9-item version. Convergent validity with a measure of organizational attachment ranged from .63 to .74 (for six of the samples). Evidence of discriminant validity was found by correlations ranging from .30 to .56

Table 7. Scoring of items in satisfaction with guests dimension

Response	Weight
Yes to a positive item	3
No to a negative item	3
"?" to any item	1
Yes to a negative item	0
No to a positive item	0

(for four of the samples) between OCQ and job involvement, and correlations ranging from .01 to .68 (over five of the samples) between OCQ and the JDI.

This study used a short form of the organizational commitment questionnaire (i.e., using only the nine positively worded items). It is an acceptable substitute for the longer scale (15 items) in situations where questionnaire length is a consideration (Mowday, Steers and Porter 1982). The measurement was implemented using a seven-point Likert-type format that ranged from (1) "strongly disagree" to (7) "strongly agree."

Finally, the instrument concluded with a section requesting demographic information. Included were sex, marital status, age, education, job status, job title, and length of employment.

### **Validity and reliability of measures**

Validity means the degree to which the instrument truly measures what is intended to be measured. Assessing the validity of a measure is imperative in establishing the credibility of research findings. For behavioral measures to be truly scientific, their reliability and validity should be assessed (Peter 1981).

Validity assessment generally concerns content and construct validities. Content validity, which refers to the extent that empirical measurement reflects the construct under examination (Nunnally 1978), can be assessed through the use of panels of expert judges. Construct validity refers to the correspondence between the measure and the unobservable construct the measure attempts to assess (Peter 1981). In other words, it refers to whether or not an operational measure indeed measures the construct. There are two types of construct validity: convergent and discriminant validity. Convergent validity is obtained by correlating two different measures that are measuring the same construct. If the correlation between the two measures is high, convergent validity is established. The second type of construct validity is discriminant validity. It is obtained by correlating two methods that are measuring different constructs. A low correlation between the two measures suggests that discriminant validity is established.

Reliability is a necessary, but not sufficient, condition for validity. It refers to the tendency toward consistency in repeated measurements of the same phenomenon. The assessment of reliability is appropriate for multi-item scales like those used in this study. Multi-item scales not only capture the entire essence of complex constructs, but also have higher reliability because they allow measurement errors to cancel each other out (Hoffman 1987). Consequently, the use of multi-item scales may increase

the validity of the final measurement. There are several ways to measure reliability of a scale: test-retest, equivalent forms, and internal consistency methods like split-half estimates and coefficient alpha. It is generally believed that internal consistency methods are the most used form of assessing measurement reliability (Pedhazur and Schmelkin 1991).

Validity and reliability checks were performed in a number of ways. The validity and reliability of role conflict/ambiguity and job satisfaction items in the Job Description Index and organizational commitment have been previously tested (Mowday, Steers and Porter 1982; Rizzo, House and Lirtzman 1970; Smith, Kendall and Hulin 1969) and reported in the previous sections.

An examination of reliability of service orientation discrepancy was performed using coefficient alpha and will be discussed in Chapter Four. The content validity of the service orientation items, service orientation discrepancy, and of satisfaction with guests was established through the process by which the scale was developed. The construct validity (convergent and discriminant validity) of service orientation discrepancy (SOD) scale cannot be ascertained because this study is the first attempt to develop the scale in the hospitality industry. However, this study used an expert opinion as an acceptable alternative for the construct validity (Venkatraman and Grant 1986). Therefore, the input of a focus group of restaurant employees and two experts,

committee members, during the development of a service orientation discrepancy scale is considered sufficient evidence to establish construct validity. In addition, the construct validity of the scale can be further assessed when this measure confirms or denies the hypotheses predicted from the theory based on the constructs (Churchill 1983).

### **Sample**

The purpose of this study was to find the relationships between service orientation discrepancy of managers and employees and several affective reactions of restaurant employees. To accomplish this goal a survey instrument was developed to be completed by restaurant employees.

Because of the theoretical aspect of this study, the sample was selected to increase the validity of the collected data rather than to ensure a representative sample. A purposive sample which is desirable when certain important segments of the target population are intentionally represented in the sample (Churchill 1983) met this end.

The targeted sample size in this study was 125 (n=125). The sample size was determined based on both the recommended sample size of path analysis (100-200 sample size) (Hair, Anderson, Tatham, and Black 1992) and the twenty-nine percent

response rate secured in the pre-test. The sample for this study consisted of employees who worked at casual restaurants in Roanoke, Virginia. The respondents were non-managerial employees, sixteen-year-old and up and below management level. They encompassed most restaurant job titles: waiter, waitress, cashier, bus person, host, hostess, cook, dishwasher, other kitchen crew, etc. Therefore, those who were part of management (managers and assistant managers) were excluded from the survey.

### **Data collection procedures**

The researcher asked general managers of the restaurant for permission to conduct the research by surveying their employees. Managers were shown a sample questionnaire and appraised of the purpose of the research. Nine out of twelve casual restaurants agreed to help (Table 8). Since collecting data during the pre-test period is often difficult, the researcher personally visited nine restaurants, asked employees to fill out the questionnaires, and collected them on the spot. In addition, some questionnaires were left with restaurant managers for employees who did not fill one out at the time the researcher visited. To ensure the confidentiality of survey responses, envelopes were provided for the employees. A total of 432 questionnaires were distributed to the employees of nine restaurants over a two week period from May 29, 1995, to June 12, 1995.

Table 8. Participating restaurants

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Restaurants that participated

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1. Applebee's
  2. Chi-Chi's
  3. Ground Round
  4. Pargo's
  5. Ragazzi's
  6. Shakers
  7. Star City Diner
  8. Steak & Ale
  9. Texas Steak House & Saloon
-

The cover letter signed by the researcher utilized the letterhead of the Department of Hospitality and Tourism Management at Virginia Tech (Appendix C). It included the objectives of the research, requested the employees' candid opinions, and assured them of the confidentiality of their responses. As an incentive to participate in the survey, employees were informed that they would be eligible to win a prize, two \$15 checks per restaurant, if they completed and returned their questionnaire and drawing prize entry form (Appendix D).

### **Data analyses**

The following data analysis and hypotheses tests were performed using the Statistical Package for the Social Sciences (SPSS)(SPSS Inc. 1986). Prior to reporting on hypotheses tests, descriptive statistics were examined to see general patterns of the data.

In order to test the hypotheses stated earlier in this chapter, paired t-tests were used for hypothesis 1 and correlations were calculated for the rest of hypotheses. Thus, service orientation discrepancy was separately correlated with role conflict, role ambiguity, job satisfaction, and organizational commitment. The correlation between role conflict and role ambiguity was also calculated. In addition, role conflict and role ambiguity were separately correlated with job satisfaction and organizational

commitment. Finally, the correlation between job satisfaction and organizational commitment was calculated. The statistical significance level of 0.05 indicated support for the hypothesized relationships between dependent and independent variables.

After a presentation of the correlation coefficients for the hypothesized relationships, regression analysis, which was employed to calculate path coefficients, will be discussed.

Building on the path coefficients obtained from the regression analysis, this study utilized path analysis to find testable causal patterns among the study variables.

In addition, hypothesized relationships among the variables were retested using the path coefficients. Total effects, direct effects, and indirect effects among the variables studied were also scrutinized. Finally, a modified model was presented.

## **PATH ANALYSIS**

Path analysis is a technique which utilizes ordinary least square regression to test proposed causal relationships among a set of variables (Billings and Wroten 1978). Through path analysis, one can evaluate a system of nonmanipulated variables

measured and infer causal relationships. In this respect, path analysis performs several functions (Kerlinger and Pedhazur 1973).

First, path analysis attempts to find out whether an hypothesized cause does, in fact, have an effect. This is done by computing path coefficients ( $r$ ) between the cause variable(s) and the effect variable. Path coefficients are estimated by partial standardized regression coefficients. Standardized regression coefficients, as contrasted with unstandardized regression coefficients, are particularly appropriate for use as path coefficients when variables are measured in different units or when the purpose is to compare the relative amount of variance accounted for by different predictors in a single population (Billings and Wroten 1978).

Second, path analysis separates correlations among variables into three categories: direct effects, indirect effects, and noncausal effects. When causes are correlated, each cause has a direct effect on the dependent variable as well as an indirect effect through correlations with other variables.

Third, path analysis is used for theory testing. Through its application, one can determine whether or not a pattern of correlations for a set of observations is consistent with a specific theoretical formulation. As shown above, a correlation between two variables can be expressed as a composite of the direct and indirect effects of one variable on the other. Thus, path coefficients allow the researcher to reproduce the

correlation matrix (R) for all the variables in the system. A more parsimonious causal model can be generated by deleting certain paths. If after the deletion of some paths it is possible to reproduce the original R matrix, or closely approximate it, then the conclusion is that the pattern of correlations in the data is consistent with the more parsimonious model (Kerlinger and Pedhazur 1973).

From the theoretical model presented in Figure 2, the following causal relationships are specified. According to path analysis, causality among variables is presumed to flow along the unidirectional arrows. In the model, service orientation discrepancy is considered an exogenous variable, i.e., a variable that is not predicted by any other variables in the model. The remaining four variables are defined as endogenous, i.e., variables that are dependent variables in at least one causal relationship.

The model further proposes that role conflict has a direct and positive impact on role ambiguity, and a direct and negative impact on both job satisfaction and organizational commitment. The model also proposes that role conflict influences job satisfaction and organizational commitment indirectly through either role ambiguity or job satisfaction. Similarly, role ambiguity has direct and negative impacts on job satisfaction and organizational commitment. It also impacts on organizational

commitment indirectly through job satisfaction. Finally, job satisfaction is proposed to positively and directly affect organizational commitment levels.

## **SUMMARY**

This chapter was dedicated to the development of the research methodology for this study. In this chapter the research hypotheses were summarized. By employing correlation analysis and path analysis, the proposed model attempted to identify the relationships among service orientation discrepancy, role conflict, role ambiguity, job satisfaction, and organizational commitment of employees in the restaurant industry. Path analysis was also utilized to analyze any causal pattern among the variables studied.

In the research design, the process of scale developments (service orientation discrepancy and job satisfaction with guests) was discussed in detail. As a result of scale development, 28 service orientation items (21 enthusiastic and 7 bureaucratic items) and 26 job satisfaction with guest items were developed. The contents of the instrument and the validity and reliability of the research instrument were also discussed. Finally, the sample of the study, data collection procedures, and data

analysis were fully discussed in this chapter. The next chapter presents the results obtained from the current study.

## **CHAPTER FOUR**

### **RESULTS**

#### **INTRODUCTION**

The preceding chapter discussed the methodology that was used to investigate the research questions. This chapter reports the results of the data analysis and hypothesis testing. It begins by reporting the response rate, then reporting the profile of the respondents, descriptive statistics, validity and reliability test, hypothesis testing, and path analysis among the variables studied. A summary of the findings concludes the chapter.

#### **RESPONSE RATE**

As discussed in chapter three, the study sample was employees (1) who were 16 years of age or older and (2) who were below management level. After permission of the general manager of each restaurant was obtained, questionnaires were

distributed to the restaurant employees in Roanoke who met the above criteria. A total of 432 questionnaires were distributed.

Table 9 provides a summary of the response rate and participating restaurants. By the cut-off date of June 12, 1995, 157 (36.1%) questionnaires had been returned from restaurant employees. Thirteen responses (3%) were eliminated before data coding because they had excessive missing data. After eliminating the unusable responses, 144 (33.3%) responses were coded for data analysis.

## **PROFILE OF RESPONDENTS**

Table 10 presents the profile of the respondents with regard to gender, marital status, age, education, job status, job title and length of employment. The respondents were predominantly female (68.5%) and single (79%). With regard to age, the largest percentage of respondents fell into the category "20-29" (71.3%). Only 14.7% were in the "16-19" age group. If these two categories are combined, the percentage goes up 86%. In terms of education, the "high school graduates" category had the largest percentage with 43%. The "two-year college degree" category was second with 31.7% followed by "four-year college degree" (19%).

Table 9. Participating restaurants and response rate

Restaurants	# of distributed survey sets	# of returned and usable survey sets
Applebee's	50	16 (32.0%)
Chi-Chi's	55	7 (12.7%)
Ground Round	30	14 (46.7%)
Pargo's	50	23 (46.0%)
Ragazzi's	35	7 (20.0%)
Shakers	50	14 (28.0%)
Star City Diner	50	23 (46.0%)
Steak & Ale	12	6 (50.0%)
Texas Steak House & Saloon	100	36 (36.0%)
<b>Total</b>	<b>432</b>	<b>144 (33.3%)</b>

Table 10. Respondent profile (N=144)

Categories	Number (%)
<b>Gender:</b>	
Male	45 (31.5%)
Female	98 (68.5%)
Total	143 (100%)
<b>Marital Status:</b>	
Single	113 (79.0%)
Married	24 (16.8%)
Divorced	6 ( 4.2%)
Widowed	1 ( 0.7%)
Total	143 (100%)
<b>Age:</b>	
16-19	21 (14.7%)
20-29	102 (71.3%)
30-39	16 (11.2%)
40-49	2 ( 1.4%)
50-59	2 ( 1.4%)
Over 60	0 ( 0%)
Total	143 (100%)
<b>Education:</b>	
Some high school or less	4 ( 2.8%)
High school graduate	61 (43.0%)
Two-year college degree	45 (31.7%)
Four-year college degree	27 (19.0%)
Graduate college degree	5 ( 3.5%)
Total	142 (100%)
<b>Job Status:</b>	
Full-time	82 (57.7%)
Part-time	60 (42.3%)
Total	142 (100%)

Table 10. (continued)

Job Title:

Waiter	30 (21.4%)
Waitress	59 (42.1%)
Cashier	7 ( 4.9%)
Bus person	1 ( 0.7%)
Host	3 ( 2.1%)
Hostess	13 ( 9.3%)
Bartender	21 (15.0%)
Cook	4 ( 2.9%)
Dishwasher	1 ( 0.7%)
Other kitchen crew	1 ( 0.7%)
Total	140 (100%)

Length of employment:

Under 6 months	51 (37.8%)
6 months-1 year	23 (17.0%)
1 year - 2 years	24 (17.8%)
2 year - 3 years	16 (11.9%)
3 year - 4 years	10 ( 7.5%)
4 year - 5 years	3 ( 2.2%)
5 year - 6 years	2 ( 1.5%)
6 year - 7 years	3 ( 2.2%)
7 year - 8 years	1 ( 0.7%)
8 year - 9 years	1 ( 0.7%)
9 year - 10 years	0 ( 0%)
Over 10 years	1 ( 0.7%)
Total	135 (100 %)

Regarding job status, 57.7% of respondents worked as full-time employees while 42.3% worked as part-time employees. Waitstaff (waiter and waitress) was the job title with the largest percentage (63.5%), followed by bartender (15%), and host/hostess (11.4%). Length of employment in each restaurant averaged 2.74 years for the sample group. The category of under 2 years represented about 55 %. In the largest category, 85.5% of respondents had less than 3 years and only 5.8% of respondents had been employed above 5 years.

## **DESCRIPTIVE STATISTICS**

Descriptive statistics for the variables examined in this study are reported in this section. To begin with, the service orientation (both enthusiastic and bureaucratic) scales and service orientation discrepancy between managers and employees are presented. Next are role ambiguity, role conflict, and job satisfaction variables, which were computed using Likert-type scales. A discussion concerning organizational commitment variables concludes this section.

### **Service orientation discrepancy**

Table 11 showed the results of descriptive analysis of service orientation items. Statistically significant discrepancy of service orientation between managers and employees was identified in 20 out of 28 items. Out of 20 items, 13 were related to enthusiastic service orientation while 7 were related to bureaucratic service orientation. For 9 out of 13 enthusiastic orientation items, employees saw themselves as more guest-oriented (service enthusiast-oriented) than managers. Contrary to the researcher's expectations, managers were also guest-oriented in four enthusiastic service orientation items (item 2, 12, 16 and 21). T-tests of all bureaucratic service orientation items between managers and employees confirmed the expectation that managers were more bureaucratic service oriented.

In order to calculate the service orientation discrepancy score, four separate scales were developed for perceptions of employees' and management's bureaucratic and enthusiastic orientations and were measured on a 3 point scale (1=not essential, 2=somewhat essential, 3=very essential). These scales included employee bureaucratic orientation (Self B), employee enthusiastic orientation (Self E), management (managers') bureaucratic orientation (Mgt B), and management enthusiastic orientation (Mgt E). Based on these four scales three different orientation discrepancies were calculated. The differences in scores of only the 7

Table 11. Discrepancies between managers' and employees' perception of service orientation items

Item No.	Type	Employees Mean (Std. Dev.)	Managers Mean (Std. Dev.)	T-value	Probability
1	Enthusiastic	2.796 (.422)	2.655 (.546)	2.84	.005**
2	Enthusiastic	2.092 (.733)	2.247 (.686)	-3.08	.002**
3	Enthusiastic	2.972 (.167)	2.922 (.269)	1.82	.071
4	Enthusiastic	2.754 (.479)	2.711 (.527)	1.03	.305
5	Bureaucratic	1.373 (.614)	1.670 (.712)	-5.61	.000**
6	Enthusiastic	2.791 (.425)	2.719 (.482)	1.98	.049*
7	Bureaucratic	1.761 (.618)	2.169 (.619)	-7.44	.000**
8	Enthusiastic	2.676 (.553)	2.570 (.612)	2.59	.011*
9	Enthusiastic	2.676 (.553)	2.549 (.578)	3.00	.003**
10	Enthusiastic	2.451 (.648)	2.218 (.735)	4.34	.000**
11	Bureaucratic	1.479 (.760)	1.739 (.822)	-5.36	.000**
12	Enthusiastic	2.739 (.501)	2.866 (.342)	-2.65	.009**
13	Bureaucratic	1.683 (.645)	2.035 (.678)	-7.02	.000**
14	Bureaucratic	1.669 (.638)	2.106 (.731)	-8.05	.000**
15	Enthusiastic	2.894 (.331)	2.873 (.334)	.69	.493
16	Enthusiastic	2.796 (.422)	2.873 (.334)	-2.07	.041*
17	Enthusiastic	2.641 (.550)	2.563 (.577)	1.82	.070
18	Enthusiastic	2.944 (.231)	2.873 (.334)	2.55	.012*
19	Enthusiastic	2.613 (.544)	2.430 (.612)	3.94	.000**
20	Enthusiastic	2.747 (.483)	2.514 (.568)	5.38	.000**
21	Enthusiastic	2.549 (.590)	2.662 (.504)	-2.35	.020*
22	Enthusiastic	2.761 (.490)	2.831 (.394)	-1.73	.086
23	Bureaucratic	2.043 (.716)	2.575 (.612)	-9.56	.000**
24	Enthusiastic	2.894 (.372)	2.915 (.304)	-.90	.368
25	Enthusiastic	2.830 (.430)	2.809 (.413)	.65	.515
26	Enthusiastic	2.922 (.269)	2.922 (.269)	.00	1.00
27	Bureaucratic	2.291 (.592)	2.723 (.465)	-8.23	.000**
28	Enthusiastic	2.759 (.461)	2.624 (.567)	2.84	.005**

Table 11. (Continued)

Note:

1. Keep a sense of "family or team" among all restaurant employees
2. Greet and address guests by first name
3. Help each other during busy service periods
4. Help guest problems and concerns even if a guest asks for something that is outside the scope of one's responsibility
5. Place more emphasis on selling to guests than serving them properly
6. Show personal concern for any guest's restaurant problem
7. Go by the book (job instructions) even though this does not always please the guests
8. Provide more services than guests expect
9. Spend sufficient time with a guest to identify what s/he really wants
10. Give guest service in a new and creative way
11. Do one's job in a routine fashion (i.e. restocking supplies, cleaning, etc.) at the expense of excellent guest service
12. Know how to calm down an angry guest
13. Use only established methods for solving guests' problems
14. Place too much emphasis on suggestive selling to guests
15. Fulfill guests' special requests to the best of one's abilities
16. Behave politely with "difficult" guests
17. Anticipate the needs of guests other than food-related ones
18. Honor your promises to your guests
19. Engage in 'small talk' with guests to show friendliness
20. Maintain an emphasis on service quality rather than service quantity
21. Perform more than assigned job duties
22. Follow up guest complaints
23. Meet sales quota (goals) set for the restaurant by management
24. Be prompt taking guest orders
25. Provide a high level of guest service under time/resource pressure
26. Know menu items well
27. Strictly follow written rules and procedures of the restaurant when serving
28. Make quick decisions alone when needed

\* p < .05

\*\* p < .01

bureaucratic items represent discrepancies in perceived employee and management bureaucratic orientation. These scores will, therefore, be called bureaucratic orientation discrepancy. This discrepancy score was calculated by subtracting the Self B score from the Mgt B score. According to Table 12, these discrepancy mean scores for management and employees were 2.15 and 1.76, respectively.

Similarly, the differences in scores of only 21 enthusiastic items can be referred to as enthusiastic orientation discrepancies. This discrepancy score was calculated by subtracting the Self E score from the Mgt E score. The mean scores of these discrepancy mean scores for management and employees were 2.69 and 2.73, respectively (Table 12).

More generally, service orientation discrepancy can be interpreted as the differences in scores calculated across all 28 bureaucratic and enthusiastic items. This score represents employees' total service orientation, from a bureaucratic-enthusiastic point of view, vis a vis their perceptions of management's orientation. The mean score for service orientation discrepancies was .34 (Table 12).

### **Role conflict**

Restaurant employees' levels of role conflict were computed by adding each of the 6 items measured on a 7 point scale (1 = strongly disagree, 7 = strongly agree)

Table 12. Descriptive statistics for employee-management service orientation scales

Scales	Mean	Standard deviation
Employee perception of self:		
Bureaucratic	1.76	.37
Enthusiastic	2.73	.20
Employee perception of management:		
Bureaucratic	2.15	.39
Enthusiastic	2.69	.22
Bureaucratic orientation discrepancy	-.04	.20
Enthusiastic orientation discrepancy	.39	.36
Service orientation discrepancy	.34	.41
Role conflict	3.71	1.21
Role ambiguity	2.62	.99
Overall Satisfaction	1.60	.47
Work	1.48	.58
Supervision	2.06	.62
Pay	1.23	.70
Promotion	1.28	.85
Co-workers	1.96	.76
Guests	1.59	.72
Organizational commitment	4.88	1.28

contained within the Rizzo, House and Lirtzman (1970) role ambiguity scale. The higher the score, the higher the level of the respondent's role conflict. The mean of this scale was 3.71 (Table 12).

### **Role ambiguity**

The role ambiguity of restaurant employees was determined by adding each of the 7 items measured on a 7 point scale (1=strongly disagree, 7=strongly agree). Each question within the scale was recorded (1=strongly agree, 7=strongly disagree). Thus, the higher the score recorded for the respondent, the higher the level of role conflict experienced. The mean score of this scale was 2.62 (Table 12).

### **Job satisfaction**

Job satisfaction of restaurant employees was measured by both the Job Descriptive Index (JDI) (Smith, Kendall and Hulin 1969) and the satisfaction with guests dimension developed for this study. Respondents were asked to place "Y" (for yes), "N" (for no), or a "?" (for cannot decide) by each of the adjectives listed describing a satisfaction dimension. The satisfaction dimensions included satisfaction with: (1) the work itself, (2) supervision, (3) pay, (4) promotion, (5) co-workers, and (6) guests. Overall job satisfaction was computed by adding together each

respondent's score on each of the five dimensions. Table 12 revealed that restaurant employees in this sample were most satisfied with supervision (2.06) and co-workers (1.96) and were least satisfied with pay (1.23) and promotion (1.28). Job satisfaction with guests and work fell into the middle range (1.59 and 1.48 respectively). Overall job satisfaction was reported at 1.60.

### **Organizational commitment**

The degree of the organizational commitment of restaurant employees was measured by adding 9 items from a short-form version of Mowday, Porter and Steer's (1982) organizational commitment scale on a seven point scale (1=strongly disagree, 7=strongly agree). The higher the score of the respondents' answers, the higher the level of organizational commitment experienced. The mean score for this scale was 4.88 (Table 12).

## **VALIDITY AND RELIABILITY ESTIMATES**

### **Reliability of Measures**

In order to demonstrate the internal reliability of the major scales in this study, coefficient alphas of all scales except service orientation discrepancy were calculated.

A reliability estimate of service orientation could not be calculated because it did not seem reasonable to create scale scores composed of bureaucratic and enthusiastic items (Parkington 1977). Instead, the reliability of four separate scales (Mgt E, Mgt B, Self E, and Self B) were calculated.

As reported in Table 13, all scales exhibited at least moderately acceptable levels of reliability (Nunnally 1978). The reliabilities of the scales ranged from .60 to .93. Employees' and managements' bureaucratic scales produced coefficient alpha levels of .65 and .60. The coefficient alpha for the employees' and managements' enthusiastic scales were .77 and .80. Role conflict and role ambiguity revealed coefficient alpha levels of .77 and .77. Overall job satisfaction obtained a coefficient level of .95 while satisfaction with work, supervision, pay, promotion, co-workers, and guests correlated with coefficient alpha levels of .80, .85, .75, .86, .91, and .93, respectively. Finally, the coefficient alpha for organizational commitment was .93.

### **Validity of Measures**

As discussed in chapter three, previous tests of the validity of the role ambiguity, role conflict, job satisfaction, and organizational commitment constructs has been well documented (Rizzo, House and Lirtzman 1970; Smith, Kendall and Hulin 1969; Mowday, Steers and Porter 1982). The two scales of service orientation

Table 13. Scale reliabilities

Scale	Coefficient alpha
Employee perception of self:	
Bureaucratic	.65
Enthusiastic	.77
Employee perception of management:	
Bureaucratic	.60
Enthusiastic	.80
Role conflict	.77
Role ambiguity	.77
Overall job satisfaction	.95
Work	.80
Supervision	.85
Pay	.75
Promotion	.86
Co-workers	.91
Guests	.93
Organizational commitment	.93

and satisfaction with guests dimension appear to have content validity considering their scale development stages. However, within each scale item, correlations were analyzed and provided additional evidence for each of the scales' content validity.

The Pearson Correlation technique was utilized to see the closeness of the relationship between two or more variables (Churchill 1983). Prior to conducting correlation analysis, all scales were converted to Z-scores as suggested by Nunnally (1978). Due to the directional nature of the hypotheses, statistical significance was determined through the use of one-tailed tests. Before discussing the results of the correlation analysis, hypothesis 1 was tested and discussed.

## **HYPOTHESES TESTING**

### **Hypothesis 1**

Hypothesis 1 proposed that there would be a discrepancy in service orientation between guest-contact employees and managers in the restaurant industry. More specifically, service employees would see themselves as more guest-oriented than managers and see managers as more procedure-oriented than themselves. This relationship was tested by utilizing paired t-tests between the means of employees' and

managers' service orientation items. As shown in Table 14, employees see themselves as more guest-oriented (2.72) than managers (2.69) and less procedure-oriented (1.76) than managers (2.15). These results turned out statistically significant at the ( $p < .05$ ) or better level. Thus, this finding supports hypothesis 1.

This study further tested the relationships between employees' enthusiastic and bureaucratic orientation and between managers' enthusiastic and bureaucratic orientation as perceived by employees. The results indicate that the mean score of enthusiastic service orientation of employees (2.73) was much higher than their bureaucratic service orientation (1.76), which was statistically significant at the  $p < .001$  level. Similarly, the mean score of enthusiastic service orientation of managers (2.69) was higher than their bureaucratic service orientation (2.15). These findings were also statistically significant at the  $p < .001$  level, which is contrary to the belief that managers are more bureaucratic and less enthusiastic.

## **Hypothesis 2**

Hypothesis 2 proposed that there would be a significant relationship among service orientation discrepancy between managers and employees, role conflict (H2a), role ambiguity (H2b), job satisfaction (H2c), and organizational commitment (H2d).

Table 14. Employee views of own service orientation and employees' views of management's service orientation

	Employee Views of Self		Employee Views of Management		t
	Mean	Std. Dev.	Mean	Std. Dev.	
Bureaucrat	1.758	.329	2.148	.386	t = 12.91 p < .001
Enthusiast	2.723	.203	2.687	.217	t = -2.25 p < .05
t =	27.79 p < .001		15.40 p < .001		

As shown in Table 15, service orientation discrepancy was positively correlated with role conflict ( $r = .219$ ) and role ambiguity ( $r = .037$ ), and negatively correlated with job satisfaction ( $r = -.355$ ), and organizational commitment ( $r = -.382$ ). Except for the correlation between service orientation discrepancy and role ambiguity, all correlations were statistically significant at the  $p < .01$  level. Thus, these findings partially support hypothesis 2.

### **Hypothesis 3**

Hypothesis 3 proposed that the greater the level of role conflict perceived by service employees, the higher their reported level of role ambiguity. The correlation coefficient relating role conflict with role ambiguity was positive (.074) as hypothesized (Table 15). However, it was statistically insignificant at the ( $p < .05$ ) level. Based on this finding, hypothesis 3 could not be accepted.

### **Hypothesis 4**

Hypothesis 4 proposed that there would be a significant relationship between role conflict (role ambiguity) and job satisfaction. The greater the level of role conflict (H3a) and role ambiguity (H3b) perceived by employees, the lower their level of job satisfaction. To test this hypothesis, role conflict and role ambiguity were correlated

Table 15. Correlation Coefficient Matrix

Variables	SOD	RC	RA	JS	OC
SOD	1.000				
RC	.219**	1.000			
RA	.037	.074	1.000		
JS	-.355**	-.396**	-.251**	1.000	
OC	-.382**	-.291**	-.259**	.618**	1.000

Note: SOD = Service orientation discrepancy

RC = Role conflict

RA = Role ambiguity

JS = Job satisfaction

OC = Organizational commitment

\*\* Statistically significant at  $p < .01$

with overall job satisfaction. The results show that there are negative relationships among these variables ( $r = -.396$  and  $-.251$  respectively) (Table 15). These findings were found to be statistically significant at the  $p < 0.01$  level, which supports hypothesis 4.

### **Hypothesis 5**

Hypothesis 5 proposed that the greater the level of role conflict (ambiguity) perceived by employees, the lower the level of organizational commitment reported by employees. In order to test this hypothesis, role conflict (ambiguity) was related to organizational commitment. The results indicate that role conflict and role ambiguity are negatively correlated with organizational commitment ( $r = -.291$  and  $-.259$ ). (Table 15). Furthermore, these findings were found to be statistically significant at the  $p < .01$  level. These findings support hypothesis 5.

### **Hypothesis 6**

The last hypothesis proposed that the greater the level of job satisfaction perceived by employees, the higher their level of organizational commitment. This relationship was tested by correlating employees' overall job satisfaction with organizational commitment. The results indicate that hypothesis 6 was supported ( $r =$

.618) (Table 15). In addition, this finding was found to be statistically significant at the  $p < .01$  level. Hence, this finding supports hypothesis 6.

### **Summary of hypotheses testing**

The results of the initial analysis supported hypotheses 1, 4, 5, and 6, while hypothesis 3 was rejected. Hypothesis 2 was partially supported. Though correlation analysis supported most of the hypothesized relationships among the variables, one variable does not depend on another in a causal sense. There is nothing in correlation analysis that can be used to establish causality (Churchill 1983). In order to find causal relationships among the variables studied and to test the model in this study, a post hoc path analysis using regression analysis was performed.

### **POST HOC ANALYSIS**

Four regressions were necessary to obtain the appropriate path coefficients for the model presented in Figure 2. The first regression was executed by regressing organizational commitment on job satisfaction, role ambiguity, role conflict and service orientation discrepancy. This regression resulted in path coefficients for the

direct paths leading from service orientation discrepancy, role conflict, role ambiguity and job satisfaction to organizational commitment. The second regression calculated the path leading from service orientation discrepancy, role conflict, and role ambiguity to job satisfaction. This regression was accomplished by regressing job satisfaction on role ambiguity, role conflict, and service orientation discrepancy. The third regression was carried out by regressing role ambiguity on role conflict and service orientation discrepancy. This regression resulted in path coefficients for the direct paths leading from service orientation discrepancy and role conflict to role ambiguity. Finally, role conflict was regressed on service orientation discrepancy. This regression resulted in a path coefficient for the direct path from service orientation discrepancy to role conflict.

### **Test of the assumptions of regression analysis**

In order to find the best linear, unbiased estimate in path analysis, several assumptions of regression analysis must be examined: normality, no multicollinearity, and homoscedasticity. First of all, because the sample of this study included 144 respondents, normality can be assumed based on the central limit theorem. According to the theorem, the distribution of the error term approaches normality as sample size

increases, regardless of the nature of its distribution. For nonnormal population distributions, good approximations are achieved with sample sizes of 30 or more.

Secondly, this study checked possible multicollinearity problems, which occur when one or more independent variables are highly correlated with other independent variables. A correlation of .70 or higher is usually considered high and signals caution in interpreting results. The correlation matrix in Table 16 demonstrates that no correlations were above the critical limit.

Finally, homoscedasticity or equal variance of the criterion variable was checked. Violation of this assumption often makes hypothesis tests indicate that a regression coefficient for a predictor is equal to zero (nonsignificant) when it is actually a significant predictor (Hair, Anderson, Tatham, and Black 1992). Examination of the residual plot indicates no pattern of increasing or decreasing residuals. This finding indicates homoscedasticity in the analysis.

### **Calculation of path coefficients and hypotheses testing**

Path coefficients indicate the amount of expressed change in the dependent variable as a result of a unit change in the independent variable (Pedhazur 1982). Path coefficients are essentially the same as beta coefficients and represent a direct relationship. The difference between regression and path analysis is that in regression

Table 16. Correlations among variables in regression analysis

Variables	SOD	RC	RA	JS	OC
SOD	1.000				
RC	.205	1.000			
RA	-.027	.103	1.000		
JS	-.333	-.409	-.238	1.000	
OC	-.356	-.268	-.200	.617	1.000

Note: SOD = Service orientation discrepancy  
 RC = Role conflict  
 RA = Role ambiguity  
 JS = Job satisfaction  
 OC = Organizational commitment

analysis each variable that is considered to be caused by another variable is treated as a dependent variable in a separate regression equation. The beta coefficients from the regression equations are the coefficients for paths leading from one set of independent variables to the dependent variables (Wright 1985).

The path coefficients of the hypothesized linkages are evaluated according to the following criteria (Andereck 1989):

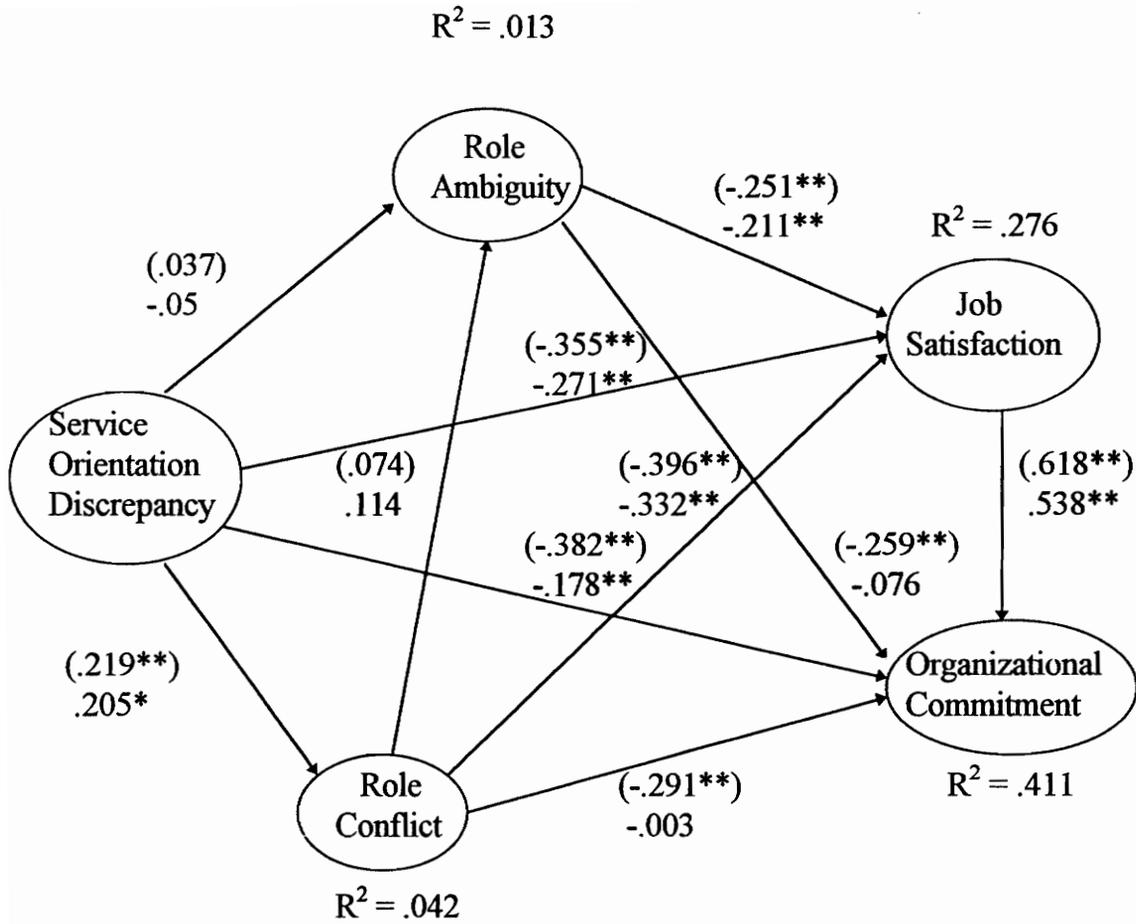
.000 - .05 = weak

.051 - .30 = moderate

.301 - 1.00 = strong

A path will be judged as insignificant if the probability level is greater than .05. In determining causal relationships among the variables in the model, path analysis provided more meaningful information than correlation analysis. Insignificant path coefficients were removed from the original model and reflected in a modified model.

The resulting path coefficient generated by the regression can be found in Figure 4. Hypothesis 2 proposes that there is a significant relationship among service orientation discrepancy between managers and employees, concerning role conflict, role ambiguity, job satisfaction, and organizational commitment. According to the path coefficients among these variables, all sub-hypotheses (H2a, H2c and H2d)



Note: Numbers in parentheses indicate zero-order correlations.

Other numbers are path coefficients.

\*  $p < .05$

\*\*  $p < .01$

Figure 4. Path diagram of hypothesized model

except H2b were supported. The three path coefficients leading from service orientation discrepancy to role conflict, job satisfaction, and organizational commitment were statistically significant at the  $p < .05$  or better level. These findings partially support hypothesis 2. One unexpected finding here is that there was a weak, negative, direct effect between service orientation discrepancy and role ambiguity ( $P31 = -.05$ ).

Supporting the earlier rejection of hypothesis 3, the path coefficient leading from role conflict to role ambiguity was insignificant at the  $p < .05$  level. As hypothesized, however, the relationship between these two variables was positive ( $P23 = .114$ ).

Hypothesis 4 proposed that there is a significant relationship between role conflict (and role ambiguity) and job satisfaction. The results indicate that the path coefficients leading from role conflict and role ambiguity were statistically significant at the  $p < .01$  level. The effect of role conflict on job satisfaction is strong, negative and much more substantial ( $P42 = -.332$ ) than the effect of role ambiguity on job satisfaction ( $P43 = -.211$ ). This finding supports the earlier correlation analysis of hypothesis 4.

In contrast to earlier findings, although role conflict and role ambiguity both showed significant correlations with organizational commitment, the two variables'

effects were not statistically significant at the  $p < .05$  level. The effect of role conflict on organizational commitment was moderate and negative ( $P53 = -.076$ ), and the effect of role ambiguity was weak and negative ( $P52 = -.003$ ). This finding rejects hypothesis 5, which had been supported by correlation analysis.

Finally, job satisfaction was hypothesized to have a positive relationship with organizational commitment. As both correlation and path analysis confirmed, it had a strong, positive, direct effect on restaurant employees' organizational commitment ( $P54=.538$ ). This finding supports the earlier correlation analysis of hypothesis 6.

Depending on the relationships among the variables, the explanatory power of the model was both strong and weak. Service orientation discrepancy explained 4.2% of the variation in role conflict and explained 1.3% of role ambiguity. However, service orientation discrepancy, role conflict and role ambiguity explained 27.6% of the variation in job satisfaction. Moreover, service orientation discrepancy, role conflict, role ambiguity and job satisfaction explained 41.1% of the variation in organizational commitment.

After the path coefficients in the model had been estimated, this study further attempted to obtain more useful information by decomposing the correlations between the variables. The total effect of a variable is the sum of the direct effect measured by the simple path and indirect effects measured by the compound path. The total effect

can be referred to as the effect coefficient of the variable taken as the cause on the effect variable (Pedhazur 1982). To calculate indirect effect, one multiplies the path coefficient leading from an exogenous variable to an intervening variable by the path coefficient that leads from the same intervening variable to its dependent variable. The estimation of the indirect effect reveals the influence of one variable on another through an intervening variable.

Table 17 reports the direct, indirect, and total effect among the variables in the model. Most variables appear to have stronger direct effects than indirect effects on dependent variables. For example, service orientation discrepancy had a direct effect of -.271 and an indirect effect of -.062 on job satisfaction. Two exceptions were the relationship between role conflict and organizational commitment and between role ambiguity and organizational commitment.

Role conflict had only a small direct effect on organizational commitment ( $p = .003$ ). The indirect effects of role conflict, primarily through job satisfaction, were greater than its direct effects on organizational commitment. The total indirect effect of role conflict was -.202, which consisted of three components: (1) role conflict - role ambiguity - job satisfaction - organizational commitment [ $(.114) \times (-.211) \times (.538) = -.013$ ]; (2) role conflict - role ambiguity - organizational commitment [ $(.114) \times (-.076) = -.009$ ]; and (3) role conflict - job satisfaction - organizational commitment [ $(-.332)$

Table 17. Composition of causal effects

	Direct effect	Indirect effect	Total effect	Significance
SOD - RC	.205	-	.205	*
SOD - RA	-.050	.023	-.027	
SOD - JS	-.271	-.062	-.333	**
SOD - OC	-.178	-.178	-.356	*
RC - RA	.114	-	.114	
RC - JS	-.332	-.024	-.356	**
RC - OC	-.003	-.202	-.205	
RA - JS	-.211	-	-.211	**
RA - OC	-.076	-.114	-.190	
JS - OC	.538	-	.538	**

Note: SOD: Service orientation discrepancy  
 RC : Role conflict  
 RA : Role ambiguity  
 JS : Job satisfaction  
 OC : Organizational commitment

\*  $p < .05$

\*\*  $p < .01$

x (.538) = .18]. The relationship between role ambiguity and organizational ambiguity commitment also supports a similar interpretation. The indirect effect of role on organizational commitment (role ambiguity - job satisfaction - organizational commitment:  $[(-.211) \times (.538) = -.114]$  was larger than the direct effect (-.076).

### **Theory trimming**

Having calculated the path coefficients for the proposed model, the accuracy of the causal model depicted in Figure 4 was evaluated in a number of ways. One way of evaluating the model is to delete the path coefficient not meeting the prescribed criteria of statistical significance (Heise 1969). This technique revealed seven paths to be statistically significant at an alpha level of .05. These paths include: (1) service orientation discrepancy → role conflict, (2) service orientation discrepancy → job satisfaction, (3) service orientation discrepancy → organizational commitment, (4) role conflict → job satisfaction, (5) role ambiguity → job satisfaction, (6) role ambiguity → organizational commitment and (7) job satisfaction → organizational commitment.

Adopting the significance criterion, one may decide to delete path coefficients that are not significant at a prespecified level. The problem with such a criterion, however, is that studies containing small samples which yield statistically insignificant paths may do so not because the paths are trivial but because the standard errors are

large (Griffin 1977). Moreover, minute path coefficients may be found significant when the analysis is based on fairly large samples (Kerlinger and Pedhazur 1973).

In view of the shortcomings of the significance criterion, the concept of meaningfulness can be utilized to evaluate the model. There are no set rules for determining meaningfulness. In the absence of any other guidelines, some researchers recommend that path coefficients less than .05 or .10 may be treated as not meaningful (Griffin 1977; Pedhazur 1982). Employing this technique with the absolute value of .10 as the benchmark, six paths have .10 or above path coefficients: (1) service orientation discrepancy -> role conflict, (2) service orientation discrepancy -> job satisfaction, (3) service orientation discrepancy -> organizational commitment, (4) role conflict -> job satisfaction, (5) role ambiguity -> job satisfaction, and (6) job satisfaction -> organizational commitment.

### **Theory testing**

After deleting paths whose coefficients are considered not meaningful, one needs to determine the extent to which the original correlation (R) matrix can be approximated. If a set of path coefficients among variables is consistent with the data, then each correlation will be approximately equal to the direct effect plus the total indirect effects between the two variables. Once again, there are no set rules for

assessing goodness of fit. A rule of thumb is that if the discrepancies between the original and the reproduced correlations are small, say  $< .05$ , one may conclude that the more parsimonious model which generated the new R matrix is a tenable one (Kerlinger and Pedhazur 1973).

All correlations were reproduced within the acceptable  $.05$  limit (Table 18). The calculations pertaining to correlation decomposition were presented in Table 17. Out of ten correlations among variables in the model, eight were within the  $.05$  limit. Though relatively small, the discrepancies in job satisfaction-organizational commitment and role ambiguity and organizational commitment were  $.069$  and  $.08$  respectively. Since this study is in the exploratory stages and  $.05$  is an arbitrary value in deciding goodness of fit of the model, these discrepancies may be negligible. However, some possible explanations for these discrepancies should be made. One possible explanation is that variables outside the model should be examined. Another explanation is that additional paths may have to be deleted from or added back to the model (Billings and Wroten 1978). Whatever the reasons, future research should try to account for these discrepancies conceptually and, in a follow-up study, empirically.

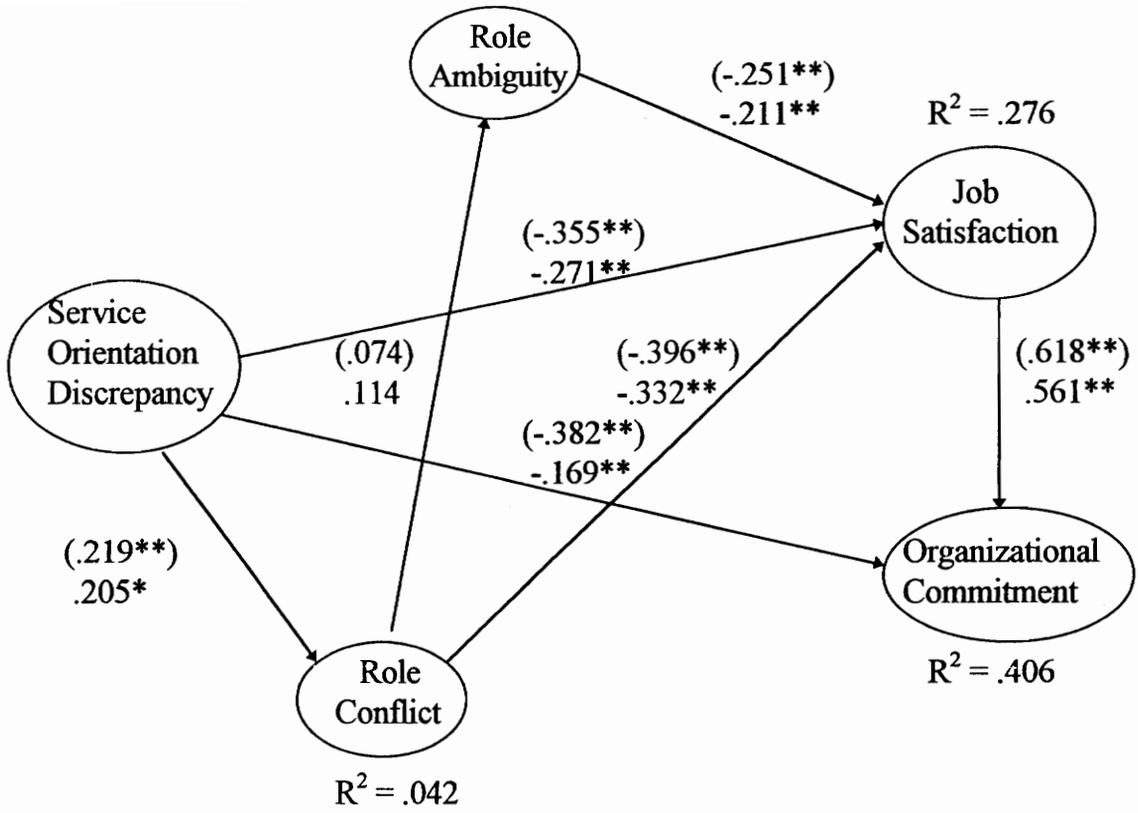
The final results of the path deletion are depicted in Figure 5. Service orientation discrepancy had a positive, direct effect on role conflict and direct, negative

Table 18. Correlation decomposition matrix

Variables	SOD	RC	RA	JS	OC
SOD	1.000	.205	-.027	-.333	-.356
RC	.219	1.000	.144	-.356	-.205
RA	.037	.074	1.000	-.211	-.190
JS	-.355	-.396	-.251	1.000	.538
OC	-.382	-.291	-.259	.618	1.000

Note: SOD = Service orientation discrepancy  
 RC = Role conflict  
 RA = Role ambiguity  
 JS = Job satisfaction  
 OC = Organizational commitment

The original correlations are reported in the lower half of the matrix.  
 The reproduced correlations are reported in the upper half of the matrix.



Note: Numbers in parentheses indicate zero-order correlations.  
 Other numbers are path coefficients.  
 \*  $p < .05$   
 \*\*  $p < .01$

Figure 5. Path diagram of trimmed model

effects on job satisfaction and organizational commitment. Service orientation discrepancy also had negative, indirect effects on job satisfaction and organizational commitment. Role conflict had a negative, direct effect on job satisfaction and a negative, indirect effect on organizational commitment. In addition, role ambiguity had a negative, direct effect on job satisfaction. Finally, job satisfaction had a negative, direct effect on organizational commitment. Thus, the proposed relationships of (1) service orientation discrepancy's effect on role ambiguity, (2) role conflict's direct, positive effect on role ambiguity and (3) role conflict's direct, negative effect on organizational commitment could not be supported.

## **SUMMARY**

This chapter has presented a profile of respondents who participated in this study and the results of the hypotheses presented in the previous chapter. Hypothesis 1 was supported. Service employees saw themselves as more guest-oriented and less procedure-oriented than managers. Correlation analysis and path analysis were utilized to test hypotheses 2, 3, 4, 5, and 6 and to see the causal relationships among the variables in the proposed model. Results from the initial data analysis supported

hypothesis 4, 5, and 6 while hypothesis 3 was rejected. Hypothesis 2 was partially supported. Thus, role conflict and role ambiguity were found to be negatively related to job satisfaction (hypothesis 4) and organizational commitment (hypothesis 5). Job satisfaction was found to be positively related to organizational commitment (hypothesis 6).

A post hoc causal path analysis was employed to obtain additional information.

The results of the path analysis revealed that (1) of the variables included in the model, only service orientation discrepancy and job satisfaction had statistically significant, direct causal relationships with organizational commitment; (2) service orientation discrepancy had statistically significant, direct relationships with role conflict, job satisfaction and organizational commitment and had an indirect effect on role ambiguity, job satisfaction and organizational commitment through role conflict, role ambiguity and job satisfaction; and (3) role ambiguity had a statistically significant direct effect on job satisfaction and an indirect effect on organizational commitment through job satisfaction.

After the deletion of statistically insignificant path coefficients (theory trimming), eight out of ten causal relationships in the model were supported. As a result, a modified model removed the direct causal relationships between role conflict and role ambiguity and between role conflict and organizational commitment. A final

discussion and conclusion concerning the results presented in this chapter can be found in chapter five.

## **CHAPTER FIVE**

### **DISCUSSION AND CONCLUSION**

#### **INTRODUCTION**

This chapter presents the summary and discussion of the findings in the previous chapter. In addition, the implications of these findings as they relate to both the theory and practice of service management and organizational behavior will be discussed. Discussion of the limitations of the present study and recommendations for future research are presented in the final section of the chapter.

#### **SUMMARY AND DISCUSSION OF THE STUDY FINDINGS**

##### **Summary**

Realizing the lack of synthesis between service management and organizational behavior in hospitality literature, this study developed a new model and tested it by conducting an empirical analysis of restaurant employees. Three

major research interests were: (1) service orientation discrepancy between employees and managers and its impact on affective reactions of employee outcomes in the restaurant industry; (2) the intervening variables in the proposed model; and (3) the causal relationships among the variables in the model.

Employees of casual restaurants in Roanoke, Virginia were chosen for the study's sample population. Six hypotheses with 10 subhypotheses were tested which deal with the service orientation discrepancy between managers and employees and its impact on employee outcomes such as role stress, job satisfaction, and organizational commitment. The response rate of this study was 33.3%.

Service orientation discrepancy was measured by four different scales, developed by the researcher, and consisted of 28 items (21 enthusiastic and 7 bureaucratic orientation items). Role conflict and role ambiguity were measured by scales developed by Rizzo, House and Lirtzman (1970) which consisted of 6 and 7 items respectively. Job satisfaction was measured by 5 dimensions in the JDI index developed by Smith, Kendall and Hulin (1969) and a 6th dimension of satisfaction with guests developed by the researcher. The dimensions of work, supervision, and relations with co-workers consisted of eighteen items each, the dimension of pay and promotion nine items, and the dimension of satisfaction with guests twenty seven.

Finally, organizational commitment was measured with 9 items developed by Mowday, Steers and Porter (1982).

Tests on the proposed hypotheses revealed that restaurant employees saw themselves as more enthusiastic and less bureaucratic than managers and that this service orientation discrepancy between managers and employees was correlated with some employee outcomes. The results of correlation analysis and path analysis revealed that most of the hypotheses, except hypotheses 3 and 5, were supported. When the theory was trimmed, the results indicated that service orientation discrepancy had a positive, direct effect on role conflict and direct, negative effects on job satisfaction and organizational commitment. Service orientation discrepancy also had negative, indirect effects on job satisfaction and organizational commitment through role conflict and role ambiguity. Role conflict had a negative, direct effect on job satisfaction and a negative, indirect effect on organizational commitment. In addition, role ambiguity had a negative, direct effect on job satisfaction. Finally, job satisfaction had a negative, direct effect on organizational commitment.

## **Discussion**

### **Hypothesis 1:**

The first hypothesis predicted that employees would perceive themselves to be more enthusiastic than bureaucratic, while they would see management as more bureaucratic than enthusiastic. Restaurant employees did rate themselves as being more enthusiastic oriented than managers and viewed management as being more bureaucratic oriented than themselves. These findings are similar to the results of the previous research in the bank setting (Parkington and Schneider 1979; Schneider 1980) and in the family restaurant segment (George and Tan 1993). However, employees in this study did see both themselves and the managers as being more enthusiastic service oriented.

The service orientation discrepancy between managers and employees indicates that there is a lack of employee-organization integration (Parkington and Schneider 1979) or person-organization fit (Vancouver and Schmitt 1991). When employees feel service goal or service orientation incongruence with managers, they are likely to be dissatisfied with their jobs. Since management in this study was perceived as being significantly different from how employees viewed themselves, several strategies to reduce the discrepancy were needed, which will be discussed in the section on implications of the findings.

## **Hypothesis 2:**

Hypothesis 2 proposed that there are significant relationships among service orientation discrepancy between managers and employees, role conflict, role ambiguity, job satisfaction, and organizational commitment. The greater the levels of service orientation discrepancy perceived by the service employees, the higher their levels of role conflict (H2a) and role ambiguity (H2b), and the lower their levels of job satisfaction (H2c) and organizational commitment (H2d). Both correlation analysis and path analysis showed that all of these perceived relationships except the one between service orientation discrepancy and role ambiguity were significant at the  $p < .05$  or better level. These findings suggest that employees who work with managers who are more congruent with their own service orientation experience less role conflict and, as a result, are generally more satisfied. Moreover, when they are satisfied with their jobs, they are likely to feel attached to the organization. In a word, this study confirms the idea that service orientation fit between managers and employees relates to the consequent employee attitudes.

One unexpected finding in the path analysis was that there was a weak, negative, direct effect between service orientation discrepancy and role ambiguity. This result may be explained by considering the nature of the work in the hospitality industry. Though employees perceive a service orientation discrepancy between

managers and themselves, they are also aware that they are in a people business. Therefore, it is essential for them to know how to handle a service encounter with guests, either to make them happy or to make more tips. In addition, on-the-job training and on-going training programs help employees to know what is expected in the service encounter and how to perform. These considerations coupled with the less complicated nature of the work in the restaurant business help explain why employees may not suffer from role ambiguity even when their service orientation differs from a manager's.

### **Hypothesis 3:**

Hypothesis 3 proposed that the greater the levels of role conflict perceived by the service employees, the higher their levels of role ambiguity. In manufacturing salesforce studies (Behrman and Perreault 1984; Donnelly and Ivancevich 1975), role conflict was empirically shown to lead to role ambiguity. This relationship was not detected in the restaurant industry setting, however.

Both correlation analysis and path analysis revealed that the relationship, though positive, was not statistically significant at the  $p < .05$ . Hence, the hypothesis was rejected. This result may be explained by considering the simple or routine nature of the work and concrete job descriptions in the restaurant industry. Because of

these factors, service employees might feel less role ambiguity than expected even when they feel a high level of role conflict. Future research is needed to clarify this relationship.

#### **Hypothesis 4:**

As reviewed in chapter two, much of the previous research supports a negative relationship between role conflict and job satisfaction (Behrman and Perreault 1984; Churchill, Ford and Walker 1976; Rogers, Clow and Kash 1994) and between role ambiguity and job satisfaction (Dubinsky, Michaels, Kotabe, Lim and Moon 1992; Hoffman and Ingram 1992; Jackson and Schuler 1985). In principle, the results of this study support those findings reported in previous research. As expected, the results generated from both correlation analysis and path analysis revealed that role conflict and role ambiguity was statistically significant and negatively correlated to the global measure of job satisfaction.

Further analysis indicated that when the facets of global job satisfaction were analyzed separately, role conflict and role ambiguity were negatively correlated with all dimensions of global job satisfaction. Consequently, the proposed negative relationship between role conflict (and role ambiguity) and overall job satisfaction could be supported. The dimensions of satisfaction with

supervision ( $r = -.272$ ), guests ( $r = -.217$ ), pay ( $r = -.214$ ) and the work ( $r = -.153$ ) were significantly related with role ambiguity. This finding indicates that restaurant employees experience role ambiguity most in response to poor supervision.

In the relationship between role conflict and job satisfaction, the dimensions of satisfaction with guests ( $r = -.437$ ), the work ( $r = -.375$ ), supervision ( $r = -.355$ ) and co-workers ( $r = -.343$ ) were statistically significant at  $p < .05$  or better level. These findings suggest that restaurant employees feel role conflict most during service encounters with guests. Several explanations for this result are possible. Employees' role conflicts caused by work, co-workers and managers can be more easily solved than those caused by guests because those conflicts must be reconciled for smooth restaurant operation. However, role conflicts from outside the organization (guests) are hard to reconcile. Different guests have different pace dimension and specificity (Shamir 1980). Some guests are interested in the quickest possible service while others would like to be served at a more leisurely pace. Some guests prefer a specific service limited to the official business while others prefer personal recognition and a degree of intimacy. In addition, guests have direct or indirect means of control over service employees (Shamir 1980). One of the commonest means of control of service employees is

the tip. Because the tip is a major issue for service employees, they have to comply with the conflicting demands of two or more guests. They also may have problems meeting management expectations when dealing with conflicting demands of guests.

### **Hypothesis 5:**

Mowday, Porter and Steer (1982) proposed role states such as role conflict and role ambiguity as one of the four categories of antecedents of organizational commitment. The results of the test on hypothesis 5 support this assertion. However, the relationship between role stress (role conflict and role ambiguity) and organizational commitment was insignificant in the causal path analysis.

A possible explanation for these conflicting results may be inferred from a comparison between the direct effects of role stress and indirect effects on organizational commitment. The direct effects of role conflict and role ambiguity on organizational commitment were relatively small, while the indirect effects of these variables on organizational commitment were large. These findings suggest that the indirect effects of role conflict and role ambiguity are more important than their direct effects on organizational commitment. Interestingly, reducing

restaurant employees' role conflict and role ambiguity is unlikely to have a significant, direct impact on their organizational commitment.

### **Hypothesis 6:**

The final hypothesis, hypothesis 6, proposed that the greater the levels of job satisfaction perceived by service employees, the higher their levels of organizational commitment. This relationship was fully supported by both correlation analysis and path analysis. This finding is a general indication of the importance of job satisfaction as a predictor of organizational commitment. Furthermore, the path coefficient leading from job satisfaction to organizational commitment indicates that 53.8% of the standard deviation of organizational commitment is directly attributable to the unmediated effect of job satisfaction.

## **IMPLICATIONS OF THE RESEARCH FINDINGS**

The findings of this study have both theoretical and practical implications. After providing a conceptual foundation for a model of service orientation discrepancy as related to employee outcomes, this study showed the possibility of

synthesizing service management and organizational behavior literature in the restaurant industry setting. The results of this study imply that service orientation discrepancy is a new and important variable in explaining employees' role conflict, job satisfaction, and organizational commitment. The variable was shown to affect job satisfaction and organizational commitment directly and indirectly.

Another important implication of the results of this study lies in the fact that the indirect effects of one variable on another variable are as important as the direct effect in causal relationships. For example, this study revealed that the direct effects of service orientation discrepancy on organizational commitment were the same as the indirect effects of service orientation discrepancy on organizational commitment through role conflict and job satisfaction.

The results of this research also have implications for practitioners. Service orientation discrepancy between managers and employees indicates that there is a lack of employee-organization integration (Parkington and Schneider 1979) or person-organization fit (Vancouver and Schmitt 1991). When employees feel service goal or service orientation congruence with their managers, they are less likely to be dissatisfied with their jobs and less likely to leave an organization.

Several strategies are needed to remove or at least to reduce the discrepancy and thereby reduce role stress and increase job satisfaction and organizational

commitment of service employees. First of all, it is worthwhile to be aware of where these differences exist so management can take steps to remedy them. Table 11 pinpointed these differences for the restaurant employees in this study and, thus, showed where the restaurants needed to change to be more congruent with the employees' more enthusiastic, less bureaucratic orientation to service.

Another way to narrow the service orientation discrepancy and generate positive employee outcomes would be for the employees to conform with the goals of upper management, or yield to organizational socialization. To enhance conformity between managers and employees, managers must emphasize communication between themselves and their employees. Communication is crucial to delivering service quality to customers. In other words, differences in perceptions of what is important in the service encounter might be better addressed by having a common understanding of what standards of service the organization is striving to achieve and what elements constitute quality service (George and Tan 1993). Such an understanding could encourage service employees to display the behaviors necessary to meet, or exceed, the desired service standards and guests' needs and wants.

In addition, managers should alter policies, procedures, and goals, if possible, to place more emphasis on an enthusiastic service orientation more

similar to that of boundary personnel. Such steps should reduce the levels of negative employee outcomes such as role stress and should increase the levels of positive employee outcomes such as job satisfaction and organizational commitment.

Lastly, careful selection of employees can be another way of reducing service orientation discrepancy and reducing role conflict during the service encounter with guests. It is important to select employees whose orientation to service is more similar to that of management and who enjoy “meeting people.” Service employees with these characteristics are more likely to provide a high level of good service to their guests, and to experience job satisfaction and organizational commitment.

## **LIMITATIONS**

One limitation of this study is that only one segment (the casual restaurant sector) within the restaurant industry was sampled. Therefore, generalizations based on the results of this study should only be made to this particular segment of the restaurant industry.

Another limitation is that the number of variables included in this study was necessarily limited. In investigating the antecedents of organizational commitment, the researcher must examine several categories of variables: personal characteristics, job characteristics, group/leader relations, organizational characteristics, and role states (Paxson 1994). Among these variables, this study used the categories of role states, such as role ambiguity and conflict, which fit the purpose of study. Thus, the exploratory power of the study was restricted to finding the relationship between role states and organizational commitment.

## **RECOMMENDATIONS FOR FUTURE RESEARCH**

This study provided a conceptual foundation for a model of service orientation discrepancy between managers and employees as related to employee outcomes. Since this study is one of only a few attempts to synthesize service management and organizational behavior in the restaurant industry setting, more research is crucial. Because service employees are very important in the development of guest perceptions of organizational image and service quality, more research on this subject is needed. Some suggestions for future research follow:

1. The content validity of service orientation items, and therefore of service orientation discrepancy, was established through the process by which the scale was developed. However, research is needed to purify service orientation scales employing several stages of scale purification as in SERVQUAL scale development. This effort will add weight to the validity of the scales for similar studies in other restaurant segments.

2. Future research should be carried out to replicate and test the proposed model in this study. The relationship between service orientation discrepancy and employee outcomes can be extended to other restaurant segments including the family restaurant segment and fine dining segment, for example. Through these experimental approaches, the validity of the proposed model in this study can be further checked.

3. This study used overall service orientation discrepancy, which combines bureaucratic service orientation discrepancy and enthusiastic service orientation discrepancy. Investigating the relationship between overall service orientation discrepancy and employee outcomes, therefore, resulted in narrowing the scope of analysis. Future research can relate these two different service orientation discrepancies as well as overall service orientation discrepancy to employee outcomes. The results will provide more useful information for practitioners.

4. Finally, the central focus of this study concerned service orientation discrepancy as related to employee outcomes. However, the concept of service orientation that guided this study implies a relationship between employee attitudes and the attitudes of those being served. In other words, the employee outcomes examined in this study can be evaluated in light of guest views and behaviors. For this purpose, general service quality items can be generated and the score of those items can be compared between employees and guests. Guest data combined with employee data will provide the answer to the question: Are employees' descriptions of guest service in their restaurant related to what guests say about the service they receive?

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## **APPENDICES**

## APPENDIX A. The first draft of the questionnaire

### I. Section One

The following statements are how you and your restaurant management (or managers) view certain things that are involved in serving customers. Please tell us (1) how essential you feel these things are for giving good customer service, and (2) how essential you feel your restaurant management (or managers) feel these things are for giving good customer service. Please indicate how true each statement is by circling one of the alternatives which follow each statement. If an item is not applicable to your job (service), please circle N/A.

- 1. Not Essential
- 3. Very Essential

- 2. Somewhat Essential
- 4. Not Applicable

How important you feel it is:

How important you think restaurant management (or managers) feels it is:

1	2	3	4	1	2	3	4
Not Essential	Somewhat Essential	Very Essential	Not Applicable	Not Essential	Somewhat Essential	Very Essential	Not Applicable

Keep a sense of "family or team" among all restaurant employees

1      2      3      4

---

1      2      3      4

---

Greet and address guests by first name

1      2      3      4

---

1      2      3      4

---

Go by the book (job instructions) even though this does not always please the guests

1      2      3      4

---

1      2      3      4

---

Take time to give detailed explanations of services to guests

1      2      3      4

---

1      2      3      4

---

How important you  
feel it is:

How important you think  
restaurant management  
(or managers) feels it is:

1	2	3	4	1	2	3	4
Not	Somewhat	Very	Not	Not	Somewhat	Very	Not
Essential	Essential	Essential	Applicable	Essential	Essential	Essential	Applicable

Help each other during  
prime service periods

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Relay guest problems and  
concerns to somebody else  
if a guest asks for  
something that is outside  
the scope of one's job

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Show personal concern for  
any guest's restaurant  
problem

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Do not ask how guests  
enjoy their meal

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Provide local information

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Give something extra

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Place much emphasis on  
selling to guests than  
serving them properly

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Spend sufficient time  
with a guest to identify  
what s/he really wants

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Give guest service in a  
new and creative way

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

How important you  
feel it is:

How important you think  
restaurant management  
(or managers) feels it is:

1	2	3	4	1	2	3	4
Not	Somewhat	Very	Not	Not	Somewhat	Very	Not
Essential	Essential	Essential	Applicable	Essential	Essential	Essential	Applicable

Do one's job in a routine  
fashion (i.e. restocking supplies,  
cleaning, etc.) at the expense  
of excellent guest service

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Express willingness to help  
guests

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Maintain an emphasis on  
service quality rather than  
service quantity

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Meet sales quota (goals)  
set for the restaurant  
by management

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Check back with a party  
at least once during a meal

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Do not have to keep  
promises to guests, as  
long as they are kept  
informed about changes

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Perform more than assigned  
job duties

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Be prompt taking  
guest orders

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Provide a high level of  
guest service under  
time/resource pressure

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

How important you  
feel it is:

How important you think  
restaurant management  
(or managers) feels it is:

1 2 3 4  
Not Somewhat Very Not  
Essential Essential Essential Applicable

1 2 3 4  
Not Somewhat Very Not  
Essential Essential Essential Applicable

Know menu items well

1 2 3 4

1 2 3 4

Strictly follow written rules  
and procedures of the  
restaurant when serving

1 2 3 4

1 2 3 4

Make quick decisions alone  
when needed

1 2 3 4

1 2 3 4

Satisfy guests' needs  
even at the expense of  
the restaurant rules and  
procedures

1 2 3 4

1 2 3 4

Place much emphasis on  
suggestive selling to guests

1 2 3 4

1 2 3 4

Fulfill guests' special requests  
to the best of one's abilities

1 2 3 4

1 2 3 4

Know how to calm down  
an angry guest

1 2 3 4

1 2 3 4

Treat a guest as a number  
rather than as a friend

1 2 3 4

1 2 3 4

Make eye contact when  
talking to guests

1 2 3 4

1 2 3 4

Greet guests with a smile

1 2 3 4

1 2 3 4

Use only established  
methods for solving  
guest's problems

1 2 3 4

1 2 3 4

How important you  
feel it is:

How important you think  
restaurant management  
(or managers) feels it is:

1	2	3	4	1	2	3	4
Not	Somewhat	Very	Not	Not	Somewhat	Very	Not
Essential	Essential	Essential	Applicable	Essential	Essential	Essential	Applicable

Hard to be polite to  
"difficult" guests

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Anticipate other food related  
needs of guests

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Have restaurant support  
in community activities

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Have 'small talk' with guests  
to show friendliness

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Bring food & beverages  
without talking to guests

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Follow up on  
guest complaints

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

Provide more services  
than guest expects

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_

## II. Section Two

The following statements are about situations which might occur in your job. Please indicate your agreement with each statement by circling one of the alternatives which follow each statement.



	1						7
	Strongly						Strongly
	Disagree						Agree
I feel certain about how much authority I have on the job.	1	2	3	4	5	6	7
I have clear, planned goals and objectives for my job.	1	2	3	4	5	6	7
I know that I have divided my time properly.	1	2	3	4	5	6	7
I know what my responsibilities are.	1	2	3	4	5	6	7
I know exactly what is expected of me.	1	2	3	4	5	6	7
Explanation is clear of what has to be done.	1	2	3	4	5	6	7
I have to do things that should be done differently.	1	2	3	4	5	6	7

### III. Section Three

Think of different parts of your present job (work, supervision, pay, promotions, co-workers, and customer interaction). What is it like most of the time? In the blank beside each word given below, circle Y for "Yes" if it describes the particular aspect of your job, N for "No" if it does not describe that aspect of an item, ? if you cannot decide, and N/A if it is not applicable in your job (service). Please answer all items with either Y (yes), N (no), ? (question mark), or N/A (not applicable).

#### Work

<u>Fascinating</u>	Yes ? No N/A	<u>Routine</u>	Yes ? No N/A	<u>Satisfying</u>	Yes ? No N/A
<u>Boring</u>	Yes ? No N/A	<u>Good</u>	Yes ? No N/A	<u>Creative</u>	Yes ? No N/A
<u>Respected</u>	Yes ? No N/A	<u>Hot</u>	Yes ? No N/A	<u>Pleasant</u>	Yes ? No N/A
<u>Useful</u>	Yes ? No N/A	<u>Tiresome</u>	Yes ? No N/A	<u>Healthful</u>	Yes ? No N/A
<u>Challenging</u>	Yes ? No N/A	<u>On your feet</u>	Yes ? No N/A	<u>Frustrating</u>	Yes ? No N/A
<u>Simple</u>	Yes ? No N/A	<u>Endless</u>	Yes ? No N/A	<u>Gives sense of accomplishment</u>	Yes ? No N/A

### Supervision

<u>Asks my advice</u>	Yes ? No N/A	<u>Hard to please</u>	Yes ? No N/A	<u>Impolite</u>	Yes ? No N/A
<u>Annoying</u>	Yes ? No N/A	<u>Tactful</u>	Yes ? No N/A	<u>Influential</u>	Yes ? No N/A
<u>Up-to-date</u>	Yes ? No N/A	<u>Lazy</u>	Yes ? No N/A	<u>Quick tempered</u>	Yes ? No N/A
<u>Bad</u>	Yes ? No N/A	<u>Knows job well</u>	Yes ? No N/A	<u>Stubborn</u>	Yes ? No N/A
<u>Tells me</u>		<u>Leaves me</u>		<u>Around</u>	
<u>where I stand</u>	Yes ? No N/A	<u>on my own</u>	Yes ? No N/A	<u>when needed</u>	Yes ? No N/A
<u>Praises</u>		<u>Doesn't</u>			
<u>good work</u>	Yes ? No N/A	<u>supervise enough</u>	Yes ? No N/A	<u>Intelligent</u>	Yes ? No N/A

### Pay

<u>Bad</u>	Yes ? No N/A	<u>Insecure</u>	Yes ? No N/A	<u>Underpaid</u>	Yes ? No N/A
<u>Satisfactory</u>		<u>Barely live</u>		<u>Income</u>	
<u>profit sharing</u>	Yes ? No N/A	<u>on income</u>	Yes ? No N/A	<u>provides luxuries</u>	Yes ? No N/A
<u>Income adequate</u>		<u>Less than</u>			
<u>for normal</u>		<u>I deserve</u>	Yes ? No N/A	<u>Highly paid</u>	Yes ? No N/A
<u>expenses</u>	Yes ? No N/A				

### Promotions

<u>Good opportunity</u>		<u>Opportunity</u>		<u>Promotion</u>	
<u>for advancement</u>	Yes ? No	<u>somewhat limited</u>	Yes ? No N/A	<u>on ability</u>	Yes ? No N/A
<u>Dead-end</u>		<u>Good chance</u>		<u>Unfair</u>	
<u>job promotion</u>	Yes ? No	<u>promotions</u>	Yes ? No N/A	<u>promotion</u>	Yes ? No N/A
<u>Infrequent</u>		<u>Regular</u>		<u>Fairly good chance</u>	
<u>promotion</u>	Yes ? No	<u>promotion</u>	Yes ? No N/A	<u>for promotion</u>	Yes ? No N/A

### Co-workers

<u>Stimulating</u>	Yes ? No N/A	<u>Boring</u>	Yes ? No N/A	<u>Slow</u>	Yes ? No N/A
<u>Ambitious</u>	Yes ? No N/A	<u>Stupid</u>	Yes ? No N/A	<u>Responsible</u>	Yes ? No N/A
<u>Fast</u>	Yes ? No N/A	<u>Intelligent</u>	Yes ? No N/A	<u>Hard to meet</u>	Yes ? No N/A
<u>Talk too much</u>	Yes ? No N/A	<u>Smart</u>	Yes ? No N/A	<u>Lazy</u>	Yes ? No N/A
<u>Unpleasant</u>	Yes ? No N/A	<u>No privacy</u>	Yes ? No N/A	<u>Active</u>	Yes ? No N/A
<u>Narrow interests</u>	Yes ? No N/A	<u>Loyal</u>	Yes ? No N/A	<u>Easy to</u>	
				<u>make enemies</u>	Yes ? No N/A

### Guests

<u>Stimulating</u>	Yes ? No N/A	<u>Unpleasant</u>	Yes ? No N/A	<u>Considerate</u>	Yes ? No N/A
<u>Impolite</u>	Yes ? No N/A	<u>Stubborn</u>	Yes ? No N/A	<u>Talks too much</u>	Yes ? No N/A
<u>Attentive</u>	Yes ? No N/A	<u>Appreciative</u>	Yes ? No N/A	<u>Intelligent</u>	Yes ? No N/A



	1						7
	Strongly						Strongly
	Disagree						Agree
I would accept almost any type of job assignment in order to keep working for this organization.	1	2	3	4	5	6	7
I find that my values and the organization's values are very similar.	1	2	3	4	5	6	7
I am proud to tell others that I am part of this organization.	1	2	3	4	5	6	7
This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5	6	7
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	1	2	3	4	5	6	7
I really care about the future of this organization.	1	2	3	4	5	6	7
For me this is the best of all possible organizations for which to work.	1	2	3	4	5	6	7

## V. Demographic Information

1. You are:  Male  Female

2. Marital status:  
 Single  Married  Divorced  Widowed

3. Your age is:  
 16-19  20-29  30-39  40-49  50-59  60+

4. Your highest education level is:  
 Some high school or less  Four-year college degree  
 High school graduate  Graduate college degree  
 Two-year college degree

5. Your job status is:  Full-time employee  Part-time employee

6. Your present job title is:

Waiter  Waitress  Cashier  
 Bus person  Host  Hostess  
 Cook  Dishwasher  Other kitchen crew  
 Bartender  Other (please specify \_\_\_\_\_ )

7. How long have you been employed with this restaurant?

Under 6 months  3-4 years  7-8 years  
 6 month-1 year  4-5 years  8-9 years  
 1-2 years  5-6 years  9-10 years  
 2-3 years  6-7 years  Over 10 years

## APPENDIX B. Final questionnaire

### I. Section One

The following statements are how you and your restaurant management (or managers) view certain things that are involved in serving customers. Please tell us (1) how essential you feel these things are for giving good customer service, and (2) how essential you feel your restaurant management (or managers) feel these things are for giving good customer service. Please indicate how true each statement is by circling one of the alternatives which follow each statement.

1	2	3
Not Essential	Somewhat Essential	Very Essential

<p style="text-align: center;"><b>How essential <u>you</u> feel it is to:</b></p>	<p style="text-align: center;"><b>How essential you think <u>your restaurant management (or managers)</u> feels it is to:</b></p>
---	---

1            2            3  
 Not        Somewhat    Very  
 Essential   Essential    Essential

1            2            3  
 Not        Somewhat    Very  
 Essential   Essential    Essential

Keep a sense of "family or team" among all restaurant employees

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

Greet and address guests by first name

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

Help each other during busy service periods

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

Help guest problems and concerns even if a guest asks for something that is outside the scope of one's responsibility

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

How essential <i>you</i> feel it is to:	How essential you think <i>your restaurant management (or managers)</i> feels it is to:
---	---

1      2      3  
 Not    Somewhat    Very  
 Essential   Essential   Essential

1      2      3  
 Not    Somewhat    Very  
 Essential   Essential   Essential

Place more emphasis on selling to guests than serving them properly

1      2      3

1      2      3

Show personal concern for any guest's restaurant problem

1      2      3

1      2      3

Go by the book (job instructions) even though this does not always please the guests

1      2      3

1      2      3

Provide more services than guests expect

1      2      3

1      2      3

Spend sufficient time with a guest to identify what s/he really wants

1      2      3

1      2      3

Give guest service in a new and creative way

1      2      3

1      2      3

Do one's job in a routine fashion (i.e. restocking supplies, cleaning, etc.) at the expense of excellent guest service

1      2      3

1      2      3

Know how to calm down an angry guest

1      2      3

1      2      3

Use only established methods for solving guests' problems

1      2      3

1      2      3

How essential <i>you</i> feel it is to:	How essential you think <i>your restaurant management</i> <i>(or managers)</i> feels it is to:
--	--

1      2      3  
Not    Somewhat Very  
Essential Essential Essential

1      2      3  
Not    Somewhat Very  
Essential Essential Essential

Place too much emphasis on  
suggestive selling to guests

1      2      3

1      2      3

Fulfill guests' special requests  
to the best of one's abilities

1      2      3

1      2      3

Behave politely with  
"difficult" guests

1      2      3

1      2      3

Anticipate the needs of  
guests other than food-  
related ones

1      2      3

1      2      3

Honor your promises  
to your guests

1      2      3

1      2      3

Engage in 'small talk'  
with guests to show  
friendliness

1      2      3

1      2      3

Maintain an emphasis on  
service quality rather than  
service quantity

1      2      3

1      2      3

Perform more than assigned  
job duties

1      2      3

1      2      3

Follow up on  
guest complaints

1      2      3

1      2      3

Meet sales quota (goals)  
set for the restaurant  
by management

1      2      3

1      2      3

<b>How essential <u>you</u> feel it is to:</b>	<b>How essential you think <u>your restaurant management</u> <u>(or managers)</u> feels it is to:</b>
--	---

1            2            3  
Not        Somewhat    Very  
Essential Essential Essential

1            2            3  
Not        Somewhat    Very  
Essential Essential Essential

Be prompt taking  
guest orders

1        2        3

1        2        3

Provide a high level of  
guest service under  
time/resource pressure

1        2        3

1        2        3

Know menu items well

1        2        3

1        2        3

Strictly follow written rules  
and procedures of the  
restaurant when serving

1        2        3

1        2        3

Make quick decisions alone  
when needed

1        2        3

1        2        3

## II. Section Two

The following statements are about situations which might occur in your job. Please indicate your agreement with each statement by circling one of the alternatives which follow each statement.

1	2	3	4	5	6	7
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Slightly disagree</b>	<b>Neither disagree or agree</b>	<b>Slightly agree</b>	<b>Moderately agree</b>	<b>Strongly agree</b>



	1					7	
	Strongly					Strongly	
	Disagree					Agree	
I feel certain about how much authority I have on the job.	1	2	3	4	5	6	7
I have clear, planned goals and objectives for my job.	1	2	3	4	5	6	7
I know that I have divided my time properly.	1	2	3	4	5	6	7
I know what my responsibilities are.	1	2	3	4	5	6	7
I know exactly what is expected of me.	1	2	3	4	5	6	7
Explanation is clear of what has to be done.	1	2	3	4	5	6	7
I have to do things that should be done differently.	1	2	3	4	5	6	7

### III. Section Three

Think of different parts of your present job (work, supervision, pay, promotions, co-workers, and customer interaction). What is it like most of the time? In the blank beside each word given below, circle **Y** for "Yes" if it describes the particular aspect of your job, **N** for "No" if it does not describe that aspect of an item, and **?** if you cannot decide. Please answer all items with either Y (yes), N (no), or ? (question mark).

#### Work

<u>Fascinating</u>	Yes	?	No	<u>Routine</u>	Yes	?	No	<u>Satisfying</u>	Yes	?	No
<u>Boring</u>	Yes	?	No	<u>Good</u>	Yes	?	No	<u>Creative</u>	Yes	?	No
<u>Respected</u>	Yes	?	No	<u>Hot</u>	Yes	?	No	<u>Pleasant</u>	Yes	?	No
<u>Useful</u>	Yes	?	No	<u>Tiresome</u>	Yes	?	No	<u>Healthful</u>	Yes	?	No
<u>Challenging</u>	Yes	?	No	<u>On your feet</u>	Yes	?	No	<u>Frustrating</u>	Yes	?	No
<u>Simple</u>	Yes	?	No	<u>Endless</u>	Yes	?	No	Gives sense of <u>accomplishment</u>	Yes	?	No

### Supervision

<u>Asks my advice</u>	Yes	?	No	<u>Hard to please</u>	Yes	?	No	<u>Impolite</u>	Yes	?	No
<u>Annoying</u>	Yes	?	No	<u>Tactful</u>	Yes	?	No	<u>Influential</u>	Yes	?	No
<u>Up-to-date</u>	Yes	?	No	<u>Lazy</u>	Yes	?	No	<u>Quick tempered</u>	Yes	?	No
<u>Bad</u>	Yes	?	No	<u>Knows job well</u>	Yes	?	No	<u>Stubborn</u>	Yes	?	No
Tells me				Leaves me				Around			
<u>where I stand</u>	Yes	?	No	<u>on my own</u>	Yes	?	No	<u>when needed</u>	Yes	?	No
Praises				Doesn't							
<u>good work</u>	Yes	?	No	<u>supervise enough</u>	Yes	?	No	<u>Intelligent</u>	Yes	?	No

### Pay

<u>Bad</u>	Yes	?	No	<u>Insecure</u>	Yes	?	No	<u>Underpaid</u>	Yes	?	No
Satisfactory				<u>Barely live</u>				<u>Income</u>			
<u>profit sharing</u>	Yes	?	No	<u>on income</u>	Yes	?	No	<u>provides luxuries</u>	Yes	?	No
Income adequate				Less than							
for normal				<u>I deserve</u>	Yes	?	No	<u>Highly paid</u>	Yes	?	No
<u>expenses</u>	Yes	?	No								

### Promotions

Good opportunity				Opportunity				Promotion			
<u>for advancement</u>	Yes	?	No	<u>somewhat limited</u>	Yes	?	No	<u>on ability</u>	Yes	?	No
Dead-end				Good chance				Unfair			
<u>job promotion</u>	Yes	?	No	<u>promotions</u>	Yes	?	No	<u>promotion</u>	Yes	?	No
Infrequent				Regular				Fairly good chance			
<u>promotion</u>	Yes	?	No	<u>promotion</u>	Yes	?	No	<u>for promotion</u>	Yes	?	No

### Co-workers

<u>Stimulating</u>	Yes	?	No	<u>Boring</u>	Yes	?	No	<u>Slow</u>	Yes	?	No
<u>Ambitious</u>	Yes	?	No	<u>Stupid</u>	Yes	?	No	<u>Responsible</u>	Yes	?	No
Fast	Yes	?	No	<u>Intelligent</u>	Yes	?	No	<u>Hard to meet</u>	Yes	?	No
<u>Talk too much</u>	Yes	?	No	<u>Smart</u>	Yes	?	No	<u>Lazy</u>	Yes	?	No
<u>Unpleasant</u>	Yes	?	No	<u>No privacy</u>	Yes	?	No	<u>Active</u>	Yes	?	No
<u>Narrow interests</u>	Yes	?	No	<u>Loyal</u>	Yes	?	No	Easy to			
								<u>make enemies</u>	Yes	?	No

### Guests

<u>Stimulating</u>	Yes	?	No	<u>Unpleasant</u>	Yes	?	No	<u>Brash</u>	Yes	?	No
<u>Impolite</u>	Yes	?	No	<u>Stubborn</u>	Yes	?	No	<u>Talks too much</u>	Yes	?	No
<u>Attentive</u>	Yes	?	No	<u>Appreciative</u>	Yes	?	No	<u>Considerate</u>	Yes	?	No
<u>Quick-tempered</u>	Yes	?	No	<u>Hard to please</u>	Yes	?	No	<u>Complimentary</u>	Yes	?	No



1
7  
**Strongly**

**Strongly**  
**Disagree**

**Agree**

This organization really inspires the very best in me  
in the way of job performance.

1 2 3 4 5 6 7

I am extremely glad that I chose this organization to work  
for over others I was considering at the time I joined.

1 2 3 4 5 6 7

I really care about the future of this organization.

1 2 3 4 5 6 7

For me this is the best of all possible organizations  
for which to work.

1 2 3 4 5 6 7

## V. Demographic Information

1. You are:  Male  Female

2. Marital status:

Single  Married  Divorced  Widowed

3. Your age:

16-19  30-39  50-59  
 20-29  40-49  60+

4. Your highest education level is:

Some high school or less  Four-year college degree  
 High school graduate  Graduate college degree  
 Two-year college degree

5. Your job status is:  Full-time employee  Part-time employee

6. Your present job title is:

- |  |                                     |   |
|--|-------------------------------------|---|
| <input type="checkbox"/> Waiter                        | <input type="checkbox"/> Waitress   | <input type="checkbox"/> Cashier            |
| <input type="checkbox"/> Bus person                    | <input type="checkbox"/> Host       | <input type="checkbox"/> Hostess            |
| <input type="checkbox"/> Cook                          | <input type="checkbox"/> Dishwasher | <input type="checkbox"/> Other kitchen crew |
| <input type="checkbox"/> Other (please specify _____ ) |                                     |   |

7. How long have you been employed with this restaurant?

- |  |                                    |  |
|--|------------------------------------|--|
| <input type="checkbox"/> Under 6 months  | <input type="checkbox"/> 3-4 years | <input type="checkbox"/> 7-8 years     |
| <input type="checkbox"/> 6 months-1 year | <input type="checkbox"/> 4-5 years | <input type="checkbox"/> 8-9 years     |
| <input type="checkbox"/> 1-2 years       | <input type="checkbox"/> 5-6 years | <input type="checkbox"/> 9-10 years    |
| <input type="checkbox"/> 2-3 years       | <input type="checkbox"/> 6-7 years | <input type="checkbox"/> Over 10 years |

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**Thank You For Your Cooperation!**

Please return the completed questionnaire either to the researcher directly using the return postage paid envelope which has been provided or to your restaurant manager.

## APPENDIX C. Cover Letter for Final Questionnaire

May 26, 1995

Dear Restaurant Employees:

Thank you in advance for taking your time to complete the surveys. My name is **Steve Cha, a Ph.D. candidate in Hospitality and Tourism Management at Virginia Tech.** I am currently conducting a study for my dissertation. The following questionnaire was designed to get your opinions about service orientation discrepancy between yourselves and managers and how it impacts on several aspects of your job. In addition, there are questions concerning other characteristics about you that will be useful in the study.

The information which you provide today will be analyzed for the purpose of researcher's dissertation only, so please be aware that the information is completely confidential. **There is no right or wrong answer.** The important thing is your personal opinion. I encourage you to be completely honest in your responses to the questions.

As an **incentive** to participate in the study, the names of all people who complete and return this questionnaire will be placed in a raffle and drawn for a prize. **Two people in each restaurant will have a chance to win \$15 checks** which can be used for your personal purpose. **If you want to be a winner, please complete the questionnaire with your name and address on this cover letter.** About two weeks later, the winners will receive \$15 checks from the researcher.

If you are on duty right now, please complete the questionnaire, put it in the enclosed envelope and leave it with your restaurant manager. I will pick up those collected questionnaires later.

Thank you again for your help!

Sincerely,

Steve Cha  
Ph.D. Candidate

Enclosures

**APPENDIX D. Drawing prize entry**

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**You can be one of two winners in your restaurant!  
(\$15 check for each!!!)**

**Name:** \_\_\_\_\_  
**Restaurant:** \_\_\_\_\_  
**Address:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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## VITA

Suk-Bin (Steve) Cha, son of Soon-Chang Cha and Hee-Ja Park, was born on April 13, 1963, in Kangwon-do, Korea. He graduated from Korea University (1988, B.A., English Language and Literature) and Kyunghee University (1990, M.B.A., Tourism Management). In August 1990, as a Rotary Scholar, he entered the graduate school at Virginia Polytechnic Institute & State University to study for a Ph. D. in Hospitality and Tourism Management. His major area of research is service management and chain management. In 1993, he married Eun-Ju Nam and he is now the father of Hoa-Jin (Darline) Cha (age 9 months).

Between 1979 and 1994 he has had various experiences both in social and professional activities: Vice President of the student's Community Service Club (1979); Red Cross Association (1981-1982); 27 months of service in the Korean Army (1983-1985); English instructor (1986); English tour guide (1987-1988); Counselor for summer school program for Korea overseas students (1989); Waiter at NamSeoul Washington Hotel (1989-1990), Summer Intern at Seoul Hilton (1991); Teaching Assistant at Virginia Tech (1991-1995); and President of Korean Student Association at Virginia Tech (1994-1995). He has also published several articles in Journal of Travel Research, Journal of Hospitality & Leisure Marketing, Korean Hotel Administration Review, and CHRIE Conference Proceedings, and made several presentations at the annual CHRIE conferences.

Some of his honors and awards include Rotary Foundation Scholarship for the 1990-1991 academic year, Dean's list during undergraduate and graduate school based on exceptional academic merit, the Army Achievement Medal by the department of the Army, United States, and Letter of Commendation by Commander of Korean Army.

Currently, he holds memberships of the following associations: American Hotel & Motel Association (AH&MA), International Council on Hotel, Restaurant & Institutional Education (CHRIE), International Hospitality Management Honor Society (Eta Sigma Delta), The Korea Academic Society of Tourism, and The Korea Academic Society of Hotel Management.



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Suk-Bin Cha

