ANTECEDENTS AND CONSEQUENCES OF THE

CONTACT EMPLOYEE'S SERVICE

ORIENTATION:  FROM PERSONALITY

TRAITS TO SERVICE BEHAVIORS


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# CHAPTER I

## INTRODUCTION

The services literature underscores the importance of contact employees in the service exchange. Specifically, the interaction between the customer and the service employee is at the heart of the service exchange (Guiry 1992). Many services involve a high degree of person-to-person interaction (Solomon, Surprenant, Czepiel, and Gutman 1985), such as hairdressing, medical services, and financial services.

Personal interaction between the customer and service provider has been defined as "the service encounter" (Solomon *et al*. 1985; Surprenant and Solomon 1987). Anecdotal evidence of successful service encounters can be found for Nordstrom and Southwestern Airlines. For example, a Nordstrom saleswoman exhibited great personal effort to give the same attention and respect to a bag lady that she gave to the most affluent customers (Stevenson 1989). Southwestern Airlines' outstanding personal interaction is exhibited by flight attendants who exchange poems and songs with customers (Maddox 1997).

Personal interaction is key to the customer's evaluation of service quality. Parasuraman, Zeithaml, and Berry (1988) found that consumers use five dimensions to evaluate service quality. Four of these dimensions directly relate to the personal interaction between the customer and the service provider: responsiveness, reliability, empathy, and assurance. Furthermore, research demonstrates that improvements in service quality lead to increases in both loyalty and willingness to pay a price premium, as well as decreases in both switching behaviors and external complaining (Zeithaml,

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Berry, and Parasuraman 1996). Other researchers have also found that personal interaction may determine whether customers are retained or not retained (Rust and Zahorik 1993). The authors demonstrated that when service offerings are virtually identical between service providers, personal relationships determine customer retention.

Successful service exchanges are a means of retaining customers, or what has been termed "defensive marketing." Defensive marketing is defined as keeping existing customers rather than attracting new customers (Fornell and Wernerfeld 1987, 1988). As noted, a positive relationship has been found between the personal relationship and customer retention (Rust and Zahorik 1993). This researcher suggests service employees can be viewed as a way to enact defensive marketing. By hiring service employees who will provide consistently great service, firms can maintain their current customers rather than seeking out new customers. In summary, the service employee is critical to the success of the service encounter. The service employee can influence customer satisfaction, retention, or what may be called defensive marketing.

Service employees have also been credited for superior performance based on organizational citizenship behaviors (OCB) — the non-compulsive, helpful behaviors directed to organization members (Bateman and Organ 1983; Posdakoff and Mackenzie 1994). Contact employees that exhibit OCB can help their fellow workers and in turn help the firm because service performance often involves a number of personnel (Rust, Zahorik, and Keiningham 1996). For instance, an executive of Holiday Inn reported that hotel customers not only evaluate the room but the service exchange with the bellman, waitress, and front desk employees (Knisley 1979). Service providers differ

greatly in abilities (Rust *et al.* 1996) and personality. Furthermore, the quality of services is more difficult to control than the quality of products (Knisley 1979). Therefore, successful service encounters are unlikely to occur every time. Since service encounter evaluations are greatly dependent on service personnel and marketers cannot totally control the personnel, it is imperative to reduce the variability by hiring contact employees predisposed to a service orientation.

> *If you want friendly, courteous service, you must hire friendly, courteous people. Hospitality firms that deliver good service seem to follow this advice. These firms understand that it is difficult to train people to be friendly. It is possible to provide employees with the technical skills needed for the job, but difficult to train them to be friendly and caring* (Kotler, Bowen, and Makens 1996, p. 326).

The statement above about hiring the right service employees makes a critical point about employee personality. This dissertation investigates the critical traits of a service employee's disposition, which includes among others, the traits of being friendly and caring. It will be argued that specific personality traits do not directly impact employee's service performance. It will be suggested, however, that personality traits impact service performances through a mediation variable called "service orientation."

## SERVICE ORIENTATION

Bill Fromm, an advertising and marketing executive, believes customer service employees are born, not made (McKay 1994). This suggests that some people simply have a service-orientated disposition while others do not. Service orientation was first defined as a disposition to be helpful, thoughtful, considerate, and cooperative while

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dealing with customers and fellow employees (Hogan, Hogan, and Busch 1984). The

researchers found that employees with high service orientation ratings related well with

others, were courteous, and communicated clearly. Recent trends in personnel

selection have been to locate employees with a service orientation. In one instance,

managers are offering customers gift certificates for recommending employees who are

friendly and dependable (Busch 1997).

## PERSONALITY AND CUSTOMER ORIENTATION

Recent research has found that personality traits are related to customer

satisfaction (Mooradian and Olver 1997). A customer's negative affect is related to

satisfaction, repurchase intentions, and complaints. Likewise, since personality traits

impact customer behaviors, it follows that these same personality traits may impact the

employees' behaviors.

Because of the necessary "sharklike" personality in the sales career, personality

measures are often used to identify outstanding salespeople. Sales techniques can be

learned, but the "sales" personality cannot (Bruns 1997). Personality can explain up

to 20 percent of the variance in service providers' performance (Hurley 1998).

Consequently, practitioners are increasingly using personality measures to test for

customer service traits (Reibstein 1986).

Industry is full of examples of firms using personality measures to hire service

employees. Disney looks for "personality" but trains for skills (Henkoff 1994). The

customers' first impression of a bank develops from the exchange with a teller.

Specifically, bank tellers must be friendly and courteous to handle the service-oriented

career (Doll 1997). Consequently, banks are placing more emphasis on hiring

employees with the right personality. Nordstrom prides itself on hiring people based

on personality, niceness, and willingness to serve customers (Epstein 1997). At Coors,

customer service employees are often the first contact with the customer. This has led

management to look for customer service representatives with patient and polite

personalities (Radecki 1993). In some instances, bad customer service is seen as a

reflection of the service representative's personality (King 1994). In summary,

personality appears to play an important role in the success of service performances.

Personality has also been associated with attraction and retention of employees.

Employees leave or stay with an organization depending upon whether the organization

fits their own personality (Hayward and Everett 1983). Furthermore, attraction-

selection-attrition of employees has been attributed to the congruence of personality fit

between the organization and employee (Schneider 1987). When respondents were

asked to describe their own personality and then to describe the personality of their

most and least preferred organization, the match in personality was most preferred by

respondents (Tom 1971).

A direct relationship between three personality traits — likeability, adjustment,

and sociability — and the service orientation construct has been supported (Hogan

*et al.* 1984). These three traits are very similar to the following personality traits

described in Goldberg's (1993) Big Five personality traits: agreeability, stability, and

extraversion, respectively. Recently, the two personality traits of extraversion and

agreeability were found to positively associate with service performances (Hurley

1998). However, no research to date has addressed the relationship of all five

dimensions of Goldberg's (1993) Big Five personality traits and service orientation. Furthermore, Hurley (1998) operationalized service performance as (1) greeting the customer, (2) making eye contact, (3) smiling, (4) asking how they could help, and (5) asking to further assist the customer after performing the initial service. It could be argued that this operationalization defines a "robotic" service provider. Customers may feel the service provider is insincere when they notice that every customer receives "assembly line service." Moreover, service providers must be able to adjust their behavior to deal with everything from complaints to special requests. Consequently, this study contributes by investigating an outcome variable that allows for more innovative behavior. This dissertation investigates whether the Goldberg's Big Five personality traits and the service setting can predict the disposition to be service oriented.

Specifically, this dissertation seeks to uncover whether individual difference dispositions associate with higher levels of service orientation among contact employees. Because contact employees play a central role in the relationship with the customer, firms need to hire employees who will consistently offer superior service. Service firms train their employees on the art of providing high-quality services. However, if a person is not predisposed to a service orientation, training may be misdirected. By hiring those employees who are service oriented, firms may gain a competitive edge. Additionally, firms can benefit with a service orientation scale by identifying the specific weaknesses of current employee. Those employees with specific weaknesses in service orientation can receive training targeted to the specific

weaknesses rather than all areas of service orientation. Another contribution of this study is an investigation of the outcome variable (OCB).

## ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The last construct under investigation in this study is organizational citizenship behaviors (OCB). OCBs have been defined as the non-compulsive, helpful, and constructive behaviors directed to the organization and its members (Bateman and Organ 1983; Posdakoff and MacKenzie 1994). Behaviors associated with helping others have been found to positively impact sales managers' ratings of their salespeople (MacKenzie, Podsakoff, and Fetter 1993). To date, no study has addressed the relationship of a service orientation to OCBs.

Fellow employees can be thought of as internal customers. When employees are helpful and cooperative with other employees, the morale and overall productivity of the firm may improve. This study will make the contribution of investigating whether a relationship exists between these two constructs. It is expected that those employees who have a higher tendency to exhibit service orientation will be more likely to exhibit organizational citizenship behaviors.

## RESEARCH QUESTIONS

This dissertation suggests that service personnel are the most critical link in the service encounter. Customer satisfaction and retention are dependent upon hiring employees who will offer superior service consistently. The literature suggests employees may be predisposed to a service orientation (i.e., a disposition to provide outstanding service across time frames and to all customers both internal and external.

The goals of this dissertation are to (1) develop a scale to measure the service orientation trait of employees and (2) develop and test a model of service employees' customer-oriented disposition. These goals relate the following research questions:

- ♦ Can a valid and reliable measure of service orientation be developed?
- ♦ What personality traits are predictive of service orientation?
- ♦ Does service orientation associate with service performance and organizational citizenship behaviors?

## CONTRIBUTIONS

This study will contribute to the literature by adding to our knowledge of the employees' service orientation. Service firms spend thousands of dollars training their employees how to provide superior service. However, if a person is predisposed to a service orientation or not predisposed, training may be futile. If service firms can test for specific traits that are needed in the service industry, service performances should improve. Furthermore, by hiring those employees who are service oriented, firms will save money in training as well as costs associated with service failures.

Second, by investigating the relationship between service orientation and the outcome variables of service performances and organizational citizenship behaviors, we may gain insight into what hiring practices can positively impact the culture of the firm.

Third, instead of spending time and money training employees in all areas of service performance, firms can benefit by targeting their employee training on the specific areas of service orientation weakness.

# ORGANIZATION OF THE DISSERTATION

This dissertation is organized in the following manner. Chapter I presented an overview of the related constructs, the research questions, the purpose of the dissertation, and the contribution of this study. Chapter II is the literature review covering the topics of service orientation, personality, service performance, and organizational citizenship behaviors. Additionally, Chapter II provides the theoretical support and hypotheses to be tested. Chapter III presents the specific methodology used in this study. Chapter IV presents the results of an exploratory factor analysis on the service oriented scale and pretests four other scales to be used in the major studies. Once of the service orientation scale is reduced in Chapter IV, the scale is tested with the full service orientation model in Chapter V. The model is tested in two diverse service settings: a restaurant and a bank. Finally, in Chapter VI, a discussion of the findings is presented along with the limitations, managerial implications, and suggestions for future research.

# CHAPTER II

## LITERATURE REVIEW

### INTRODUCTION

The purpose of this chapter is to present an overview of the research streams under investigation in this dissertation. The areas of service orientation, personality, service performance, and organizational citizenship behaviors are discussed in the context of service employees. Briefly, it is predicted that personality traits determine an employee's service orientation — a helping, courteous disposition expressed when dealing with customers and fellow employees. Thereafter, the service-orientation surface trait is predicted to influence service performances and organizational citizenship behaviors. This chapter demonstrates the importance and relationship of each stream to the service marketing setting.

This chapter is organized as follows. First, the definition of service orientation is presented along with a discussion of why the construct needs to be improved. Second, the theoretical background along with the personality traits are discussed. The next section presents the consequences of service orientation, namely service performances and organizational citizenship behaviors. Finally, the model and hypothesized relationships of this dissertation are presented.

### SERVICE ORIENTATION

Hogan *et al.* (1984) defined service orientation as a disposition to be helpful, thoughtful, considerate, and cooperative while dealing with customers and fellow

employees. The authors found service-oriented employees related well, were courteous, and communicated clearly.

A construct closely related to service orientation is the Selling Orientation-Customer Orientation (SOCO) construct developed by Saxe and Weitz (1982). SOCO scale is based on the degree to which a salesperson practices the marketing concept. The marketing concept requires a determination of the needs of the target market and then satisfying the needs better than the competition. The marketing concept is achieved in the sales setting by: (1) helping customers, (2) engaging in behaviors to ensure long-term customer satisfaction, and (3) avoiding behaviors that create dissatisfaction. All three of these goals are related to a service orientation disposition. The greater the SOCO level, the greater the relations (i.e., the customer-salesperson relationship is long-term and cooperative) and ability to help (i.e., the ability of the salesperson to help customers satisfy their needs).

The SOCO scale has been tested in a number of settings. Brokers and home buyers rate brokers significantly different on the SOCO scale (Dunlap *et al*. 1988). Brokers perceived their behavior was more customer oriented than the customers did. This is not surprising because, as the authors point out, the home buyer is not the actual customer; the seller is the customer. While the buyers are not the customers, their evaluations may impact future sales. One means of improving the brokers' SOCO ratings was found in the study: the practice of follow up. Buyers who received a follow-up call or visit rated the broker higher on the SOCO scale. This finding suggests that in a professional service setting, such as real estate, a follow-up call may positively impact the long-term relationship.

In the insurance industry, the SOCO scale has been used to investigate customer-oriented behaviors (Howe, Hoffman, and Hardigree 1994). The authors found a positive relationship between ethical behavior and customer orientation. Service employees who embrace the marketing concept may contribute positively to the bottom line. Clearly the SOCO focus of helping customers, ensuring long-term customer satisfaction, and avoiding behaviors that create dissatisfaction is closely related to the service-orientation construct. However, service orientation will include aspects of serving another person that SOCO does not include. Additionally, the SOCO scale was developed for selling situations. The development of the service orientation construct will be discussed next.

## Service Orientation Development

Hogan *et al.* (1984) developed a scale to measure an employee's service orientation. (Table 2-1 gives a breakdown of the studies that have investigated psychological traits and service behaviors.) The following describes the steps used by the authors to develop the scale. First, the authors reviewed job descriptions in a medical setting. These tasks were broken down into eight duty categories, three of which related to service orientation. The items in the three-duty categories related to service orientation were then rated on 7-point scales by supervisors and nursing aides to determine frequency of occurrence and importance of each. Items that seldom occurred or were rated as not important were eliminated, leaving 63 items. The majority of tasks in these service-oriented duty categories were critical to job performance.

# TABLE 2-1

## REVIEW OF PSYCHOLOGICAL TRAITS AND SERVICE BEHAVIORS

| Study | Dependent Variable (DV) | Independent Variables (IV) | R | Sample |
|---|---|---|---|---|
| Hogan *et al.* (1984) | Service Rating | Service Orientation | .31 | Nurses |
| | | | .42 | Nurses |
| | | | .25 | Clerical |
| | | | .34 | Truck drivers |
| Barrick & Mount (1991) | Work Performance | Conscientiousness | .20 | Various - Meta |
| | | Extraversion | .18 | Analysis |
| | | Extraversion | .15 | Managers |
| | | Agreeability | N/S | Sales Reps |
| | | Agreeability | N/S | Managers |
| | | | | Sales Reps |
| Rosse *et al.* (1991) | Service Rating Overall Job Performance | Service Orientation Service Orientation | .19 .27 | Medical Clerical |
| Cran (1994) | Service Orientation | Adjustment | .58** | |
| | | Likeability | .56** | |
| | | Prudence | .45** | |
| | | Ambition | .21** | |
| Howe *et al.* (1994) | Customer Orientation | Unethical Behavior | .25** | Insurance Sales |
| | | Levels of Sales | N/S | |
| | | Premiums | .15 | |
| | | Premium Life & Health | .22 | |
| | | Premium Prop.& Casualty | | |
| Hurley (1998) | Customer Service | Extraversion | -.21 | Convenient Store |
| | | Agreeability | -.20 | Clerk |
| | | Adjustment | N/S | |

All correlations significant at p < .05 unless marked with * which indicates p < .01,** which indicates p < .001, or N/S which indicates not significant.

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Three rating scales for the three-duty categories were created. These were: patient care, aide to other employees, and competent communication. These scales were used to test between high and low service-oriented employees. To complete this task, supervisors nominated eight employees for one of two categories: "most service oriented" or "least service oriented." T-tests between these groups indicated service-oriented employees rated higher on patient care, assisting others, and communicating with others.

Next, Hogan *et al.* (1984) developed six lexicon scales containing 45 items relating to how people describe other members of a group. Nursing aides completed six scales titled intellectance, adjustment, prudence, ambition, sociability, and likeability. Stepwise regression was then completed with the service orientation rating as the dependent variable and the HPI scales of likeability, adjustment, and sociability regressed against it. Individual items from all three scales significantly predicted service orientation. Items included elements of good adjustment, good social skills, likeability, and rule abiding (Hogan *et al.* 1984). The current conceptualization of service orientation is a composite of three constructs: adjustment, likeability, and prudence (Cran 1994). In the Cran study, the three constructs were correlated with service orientation at the following levels: adjustment, $r = .58$ ($p < .001$); likeability, $r = .56$ ($p < .001$); and prudence, $r = .45$ ($p < .001$). Additionally, Cran (1994) found the trait of ambition to be positively related to service orientation at $r = .21$ ($p < .001$). In a recent study on business success an employee characteristic model was proposed (Dale and Wooler 1991). One branch of the model is devoted to an employee's service orientation. The five components of service orientation are

sociability, follows rules, likeability, good adjustment, and technical curiosity (Dale and Wooler 1991). While this model appears very similar to the Hogan *et al.* (1984) conceptualization of SO, to date the model has not been tested.

The Hogan *et al.* (1984) scale has the ability to measure service orientation. However, there is substantial reason to create a new measure of service orientation. The Hogan *et al.* (1984) Service Orientation Index (SOI) may be better at predicting "overall" job performance ratings rather than the more specific service rating (Rosse, Miller, and Barnes 1991). Rosse *et al.* (1991) found the Hogan *et al.* (1984) SOI scale correlated with service ratings at .19 (p < .05), but correlated with overall job performance at .27 (p < .05). Furthermore, because the correlations found in using the service orientation scale are somewhat low, a new service orientation scale would contribute to the literature. An improved scale has the potential to explain more variance.

A potential problem with discriminant validity in the SOI index has also been found (Rosse *et al.* 1991). Employees were evaluated on their service delivery using both the SOI and a Clerical Potential (CP) Scale as predictors. The CP scale identifies whether an employee is (1) congenial, (2) industrious, (3) careful, and (4) attentive to detail (Rosse *et al.* 1991). Results indicate that the two scales were equally effective at predicting service ratings. One potential explanation for this lack of discriminant validity may be the operationalization of the CP construct. As defined, items such as "careful" and "attentive to detail" in the Clerical Potential scale appear to measure aspects of the Hogan *et al.* (1984) SOI dimension of prudence. Furthermore, the two scales of SOI and CP were moderately correlated at r = .59, which suggests a lack of

discriminant validity (Rosse *et al.* 1991).  Finally, a new service orientation scale

should be developed because the Hogan *et al.* (1984) scale is not in the public domain.

Consequently, academic research has had little opportunity to tests the scale's

reliability and validity or to develop the nomological network.

## Proposed Definition of Service Orientation

One goal of this dissertation is to create a valid and reliable service orientation

scale.  Building on Hogan *et al.*'s (1984) definition of the service orientation construct,

service orientation in this dissertation is defined as a disposition to provide superior

service to customers and other employees.  The Hogan *et al.* (1984) SOI made up of

adjustment, likeability, and prudence is a measure of specific personality traits, rather

than a scale of service orientation.  This dissertation will make the contribution of

developing a scale to measure service orientation.  From this scale, the antecedents of

service orientation (i.e., personality traits) can be tested.  Additionally, this dissertation

seeks to determine the specific personality traits that predict the service orientation trait

and whether service performances and organizational citizenship behaviors are

consquences of the service orientation trait.  The next section will discuss the

theoretical background of an employee's service orientation.

## THEORETICAL BACKGROUND

The relevance of personality traits and service performances can be seen

through an integration of Role/Script Theory and an interactionist perspective.  Role

theory suggests people are social actors.  A role is a learned behavior identified with a

person's position in society.  In the context of service jobs, people expect different

roles depending on the occupation. For instance, while they are all service providers, there is a difference in the expected roles of bank tellers, stock brokers, and professors (Solomon *et al.* 1985). The term "role" is applied to exchanges where the expectations of behavior are culturally defined and the roles are not related to specific personal relationships (Deutsch and Krauss 1965). For example, flight attendants have prescribed roles that customers expect when entering the plane. However, the flight attendants' roles are not dependant on which customers board the plane.

Certain roles are well defined among most members of society (Deutsch and Krauss 1965). For instance, the authors suggest society has a widespread agreement for the role of physicians. This researcher goes a step further to suggest customers have well-defined expectations of service provider's roles. Due to countless exposures to service exchanges and intense competition in many service offerings, customers expect a service provider to be service oriented. Furthermore, actors administer either positive sanctions (rewards) or negative sanctions (punishments) to exchange partners who deviate from the expected roles (Deutsch and Krauss 1965). In the service setting, customers may reward the service provider with loyalty or punish them by trading with a new service provider.

Both employees and customers learn appropriate roles as well as the expected sequences of these behaviors. The expected sequence of events performed by an individual in a specific role is a script (Abelson 1976). Both parties to the exchange have a script to follow. When scripts are followed by both parties, congruency has occurred. The degree of congruence with the script by both parties greatly impacts the

level of satisfaction with the encounter (Solomon *et al.* 1985). The authors suggest that success of an encounter is dependent on both parties.

Satisfaction with the encounter is a function of the congruence between expected and perceived behavior (Solomon *et al.* 1985). Invariably, some customers will not follow the "rules" of scripts. This topic has been addressed in recent research that found customer misbehaviors were a source of their own dissatisfaction (Bitner, Booms, and Mohr 1994). Marketers cannot easily identify those customers who will break the scripts; therefore the focus of efforts to control the script should be placed on the employee. Hiring the contact employee that is predisposed to follow the service script may lead to increased satisfaction.

The congruence of the script is partly a function of the actors' dispositional characteristics (Sarbin and Allen 1968). An actor's behavior is a function of personality and role (Getzels and Guba 1954). People vary in the degree to which their behavior matches the expected roles (Deutsch and Krauss 1965). No role is defined by one individual. Numerous actors can fulfill the technical side of the job. However, the differences in performances comes from the interaction of the role (environment) and the individual's personality (Getzels and Guba 1954; Ackerman 1951).

> *Whereas role refers to uniformity in the behavior of different individuals occupying the same status, personality refers to uniformities within the behavior of one individual* (Deutsch and Krauss 1965, p. 179).

Roles may serve to satisfy an individual's personal needs (Deutsch and Krauss 1965). For example, a role that requires extraverted behavior may enrich an extraverted personality. On the other hand, an introverted personality may find role

conflict in the need to be extraverted. A personality need may determine success or failure in the role (Ackerman 1951). Specifically, individuals low in stability (he called them neurotics) adapt better to military life than civilian life (Ackerman 1951).

Personality may be the cause of an employee's role conflict (Getzels and Guba 1954). If the personal needs do not fit the demands of a role, the employee may be unable to meet service expectations. Specifically, congruence between the personality and the situation makes an employee more productive (Aronoff and Wilson 1985). This argument, about the personality fitting the environment, relates to the second theory of this dissertation: the interactionist perspective.

The interactionist perspective suggests an interaction of the personality and the situation in predicting behavior (Bower 1973). A person who rates high on extraversion may not display this trait in all situations. For instance, he/she may be very friendly in the context of a social setting but restrained in the context of working as a bank teller. This suggests that measuring a person's personality alone is not enough to predict his/her behavior. The personality trait must be measured in relation to the context (i.e., providing service). Looking at traits without considering the environment limits our ability to explain phenomenon with traits (Diener 1996). Furthermore, "traits may predict within-group differences more strongly because the environment within a group may be more homogeneous. Thus, the effects of personality are accentuated when situational effects are small" (Diener 1996, p. 394).

The perspective used in this study recognizes a hierarchical structure of personality. At the highest level, traits are known as "cardinal dispositions" (Allport 1961). Examples of cardinal dispositions can be drawn from historical figures. We

use the terms such as "Don Juan" and "Christlike" to denote particular extreme personalities of particular people (Allport 1961). Cardinal traits cannot remain hidden. Furthermore, as the two examples demonstrate, people become known by the trait. The next level of the hierarchy is "central dispositions." People typically have a number of central traits that dominate their personality. A lifestyle trait such as "price consciousness" occurs only in selected settings (Lastovicka 1982). As defined "lifestyle traits" can also be termed "surface traits."

Surface traits result from an interaction between psychological traits (personality) and specific situational contexts (Buss 1989). The situational contexts or environment is analogous to manipulations. Therefore, a surface trait is an interaction between a personality trait and the environment (Buss 1989). An increase in predictive ability using the interactionist approach has been found (Endler and Rosenstein 1997). Recently, Mowen (*In Press*) suggested surface traits are the interaction of psychological traits, the situation, and a behavioral/attitudinal referent.

The surface trait of service orientation is conceptualized as a mediating variable between the personality traits and behavior. It is predicted that personality traits predict an employee's service orientation. Furthermore, the surface trait of service orientation may predict service performances and organizational citizenship behaviors.

As discussed, this author suggests service orientation is a mediating variable between personality traits and actual service performances. Past research suggests that personality can explain somewhere between 3 and 20 percent of the variance in service performance (Hurley 1998). However, a mediation model may increase the proportion of the variance explained (Mowen *In Press*). The increased variance is explained by

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the service orientation surface trait that takes into account the interaction among psychological traits (personality), situations, and behavioral/attitudinal referent. This creates a closer link between personality and behavior (Mowen *In Press*). The next section introduces the personality traits investigated in this study.

## PERSONALITY TRAITS — THE BIG FIVE

The idea that five dimensions of personality exist was first suggested by Thurstone (1934). Thurstone's (1934) procedures to develop a set of stable personality traits started by giving 1300 raters a list of 60 adjectives describing people. The raters used the adjectives to describe a person they knew well. The responses were then factor analyzed, which resulted in a five-factor structure. Thereafter, five factors of personality were confirmed across three different raters: psychologists, peer group, and self (Fiske 1949). Tupes and Christal (1961), replicated by Norman (1963), introduced five stable personality factors as extraversion (surgency), agreeability, emotional stability, conscientiousness, and culture. The five-factor structure has worked well across multiple methods of data gathering (Borgatta 1964). The value of the five factors remained virtually unnoticed through the 1970s (McCrae and John 1992) but have gained favor in recent years. Today these five traits are well known as the "Big Five." The personality traits have been labeled as: extraversion, stability, agreeability, conscientiousness, and openness to experience (Goldberg 1993). The six lexicon scales described by Hogan *et al.* (1984) are similar to the personality traits described in the Big Five Model. The lexicon scales compare to the Big Five as follows: adjustment is similar to stability, prudence is similar to conscientiousness,

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sociability is similar to extraversion, likeability is similar to agreeability, and

intellectance is similar to openness to experience. However, Hogan *et al.* (1984) added

a sixth trait called ambition. In the marketing literature, extraversion and stability

(they called it neuroticism) have recently been tested in relation to consumer behaviors

(Mooradian and Olver 1997). Findings suggested extraversion is related to positive

consumption-based emotions, and stability is related to negative consumption-based

emotions. Since consumer behaviors have been shown to be related to personality

traits, in turn employee behaviors may also be related to personality traits. The next

section will present each of the Big Five personality traits as discussed in the literature.

**Extraversion**

Because of the lack of a physical (tangible) product, the marketing of services is

dependent on the social interaction between the exchange partners. The social

interaction between the customer and service provider may determine the success of the

transaction. The personality trait of extraversion is defined as the tendency to be

sociable, fun-loving, friendly, gregarious, talkative, and active (McCrae and Costa

1987; Barrick and Mount 1991). The opposite of extraversion, introversion, is

characterized as the dislike of social interaction. Introverts tend to prefer activities

alone rather than with others (Eysenck and Eysenck 1985).

In the career setting, introverts have been found to prefer scientific or

theoretical careers such as mathematics or architecture (Bendig 1963). Extraverts seek

occupations involving social interaction such as selling insurance. In the context of

services, extraverts would more likely enjoy the interactions with the customer and

fellow employees. Extraversion has been found to be significantly correlated with job performance for two occupations: sales and management (Barrick and Mount 1991). The authors point out that both of these occupations have a high number of interpersonal exchanges. In a similar vein, contact service employees interact with customers and other employees continuously throughout the workday. On the other hand, Grove and Fisk (1983) suggest examples such as the unfriendly bank teller or disenchanted waitress who create negative images that decreases the customer's satisfaction. In a recent study, extraversion was significantly correlated with superior customer service (Hurley 1998). Clearly extraversion appears to be an important personality trait for contact employees.

**Agreeability**

Agreeability is defined as the personality trait of being cooperative, trusting, and generally agreeable with others (McCrae and Costa 1987). People high in agreeability have a need to get along and cooperate with others. Moreover, agreeable people tend to be courteous, flexible, forgiving, and tolerant (Barrick and Mount 1991). Those individuals low in agreeability have difficulty getting along with others. In the context of a service exchange, marketers strive to please the customer. This may mean breaking a policy to make the service fit the customer's needs. On the other hand, those individuals low in agreeability are antagonistic and unsympathetic. Therefore, those low in agreeability should find frustration and less belongingness from the service exchange.

From the employee's perspective, research has demonstrated that customers can be the source of their own dissatisfaction (Bitner *et al.* 1994). Customers who engage in everything from rudeness to fighting with the service provider may be called "Jaycustomers." The term jaycustomers was derived from the term "jaywalkers" to denote those customers who misconsume (Lovelock 1994). The contact employee receives the bulk of the customer's behavior, good and/or bad (Babin and Boles 1998). To cope, service providers may make adjustments to the encounter to make the negative encounter a more positive one (Bitner *et al.* 1994; Bitner, Booms, and Tetreault 1990). The personality literature suggests the personality trait of agreeability is related to an employee's willingness or ability to comply with customer demands.

Agreeability, defined as cooperative, trusting, and agreeable with others, should improve the service exchange. However, there are mixed findings for agreeability on evaluations of job performance. As discovered in a meta analysis, agreeability was not a predictor of overall job performance (Barrick and Mount 1991). The study, however, separated occupational groups into five categories: professionals (i.e., architects), police, managers, sales, and skilled/semi-skilled. Only managers and sales appear to be related to marketing positions. The authors tested whether agreeableness was specifically related to sales and management, but found little support for this hypothesis. This researcher suggests one explanation for this finding may be that these categories do not truly capture contact employees. Admittedly, sales people are contact employees. However, the unique roles that sales people play, such as negotiator, may create a situation where being unsympathetic is a better predictor of job performance. Other research provides more promising data on the influence of agreeability. One

study found agreeable employees in a convenience store setting were rated superior on customer service by co-workers (Hurley 1998). Finally, Hogan *et al.* (1984) found agreeability (they called it likeability) was related to a service orientation.

**Stability (Neuroticism)**

The dimension of stability (neuroticism) is related to insecurity, self-consciousness, and general negative affect (McCrae and Costa 1987). People low in stability have anxiety, low self-esteem, mood swings, and are highly emotional. People high in stability tend to be consistent in their feelings and have high self-esteem. High-stability people are not necessarily high in good mental health but rather are calm, even-tempered, and relaxed (McCrae and John 1992). On the other hand, low-stability people are prone to ineffective coping, and frustration (McCrae and Costa 1987). Dealing with demanding customers can be frustrating for a contact employee. An employee who is prone to handle a frustrating exchange poorly is not likely to provide reliable service.

In related research, individuals with low depression scores adjusted better to isolated work environments (Biersner and Hogan 1984). These work environments relate to some service positions such as the airline industry. Pilots and flight attendants face numerous facets of isolation such as working in close confinement, isolation, and limited opportunities to get away. As stated, depression is related to low levels of stability. Therefore, firms may want to recruit service providers with high scores on stability.

There have been mixed findings on the stability trait. Low correlations have been found between stability and overall work performance (Barrick and Mount 1991). Additionally, in a known-group study, where the participants were known to belong to either a "good" or "poor" service provider group, stability predicted service performance (Hurley 1998). Conversely, in a correlation analysis in the same study, stability was not correlated with service performance (Hurley 1998). While Hurley (1998) suggests the relationship between stability and performance may actually be curvilinear, this researcher suggests another explanation for the mixed findings. Testing the direct relationship between stability and performance fails to consider the mediating variable of service orientation. This researcher suggests stability will predict an employee's service orientation. Thereafter, service orientation will be positively related to service performance.

**Conscientiousness**

A person high in conscientiousness is defined as hardworking, ambitious, energetic, and persevering (McCrae and Costa 1987). Conscientious people are dependable, thorough, organized, and responsible (Botwin and Buss 1989; John 1989). Furthermore, conscientiousness has been shown to predict student course grades and objective test performance (Dollinger and Orf 1991). In the study, the more conscientiousness students obtained higher grades and willingly completed after-class exercises more promptly than those lower in conscientiousness (Dollinger and Orf 1991). In the opposite side of the continuum describes a person who is generally

undirected, impulsive, and lazy. The personality dimension of conscientiousness drives the employee to do a good job, defined as following the predefined rules of conduct.

In related research, individuals high in conscientiousness have significantly fewer driving accidents (Arthur and Graziano 1996). When driving is a work task of a service provider such as professional tour guides or police officers, employers may want to use measures of conscientiousness to screen job applicants. It appears individuals with strong traits of dependability and responsibility, as defined by conscientiousness, are better employees than those who are not conscientious.

If conscientiousness is framed as willingness to comply with rules and norms (as it often is), it may be positively related to superior customer service (Hurley 1998). This is not to imply conscientiousness in the service setting is a rigid adherence to company policy. Granted, from role theory introduced earlier, customers expect service providers to follow expected roles. Some of the rules and norms of the service encounter are to complete the task accurately and dependably. When the service provider's behavior deviates from expectations such that the task is completed accurately and dependably, customers will be less satisfied with the outcome. However, customers expect the service provider to occasionally break standard company procedures in order to meet the customer's needs. Deviating from company procedures is a rule and/or norm customers sometimes expect in order to customize a service. Therefore, conscientiousness in the service setting can be defined as a trait of completing the service in a thorough, dependable, organized, and responsible manner, which sometimes involves bending standard company procedures to meet the customer's needs.

In the service setting, conscientiousness has been found to be related to self-directed customer service behaviors (Stewart, Carson, and Cardy 1996). Self-directed customer service behaviors were defined by the authors as: (1) comes up with new ideas, (2) designs tasks to better serve customers, (3) takes initiatives to assure customer satisfaction, and (4) goes against company expectations to better serve customers. Furthermore, self-directed behaviors, defined as customizing the service, have demonstrated a positive relationship with customer satisfaction ratings (Bitner et al. 1990). In a meta-analytic study, conscientiousness was a good predictor of job performance across all occupational groups (Barrick and Mount 1991). Additionally, conscientiousness had a much larger correlation with job performance than the other personality dimensions. In related research, accountants' ratings on work ethic (i.e., willing to work long hours and complete assignments) were significantly correlated ($p < .01$) with cooperating with and gaining the confidence of clients (Day and Silverman 1989). Clearly the accountants' conscientiousness relates to their service orientation. In summary, conscientiousness appears to have a significant positive impact on an employee's customer service performances.

Conscientiousness has been further defined as a combination of diligence and thoroughness (McCrae and John 1992). A personality that is diligent and thorough should be more predisposed to provide reliable service. Hence, an employee with a strong tendency toward conscientiousness should provide more reliable services.

As discussed, conscientious employees are responsible, dependable, and abide by rules. Furthermore, in a meta-analysis conscientiousness predicted work performance across a number of occupation groups (Barrick and Mount 1991). The

authors suggest conscientiousness taps an aspect necessary for all work tasks. Conscientiousness was the only personality trait that successfully predicted work performance across occupations. These findings suggest conscientiousness may be the most important determinant of service performance.

**Culture (Openness to Experience)**

McCrae and Costa (1985) called the last personality trait "openness to experience," which others have called "culture" (Hakel 1974; Norman 1963). This trait includes being cultured, curious, creative, artistic, and intelligent. Openness to experience has been found to positively relate to performance in training programs (Barrick and Mount 1991). However, the authors did not find a positive relationship between openness to experience and overall job performance.

Overall, the research on personality traits has not indicated that openness to experience predicts customer service behaviors in employees. This dissertation will investigate whether a relationship exists between openness to experience and service orientation. The creative aspect of openness may predict service orientation. In many instances, the contact employee must adjust the service to meet the customer's individual needs. Finding creative ways to satisfy the customers should be related to a person's service orientation. However, this is being done for exploratory research. No research has been found to suggest openness to experience is related to the SO trait.

**Five Factor Model**

To date, little research has utilized the five-factor structure in the service setting. A relationship between service performance and the traits of extraversion and

agreeability has been supported (Hurley 1998). However, research has not investigated the relationship of all five factors with service performance. Furthermore, previous research has not investigated the interaction of personality traits and the situation through the use of surface traits. This study will make the contribution of investigating all five dimensions of personality and the service orientation surface trait.

## PERSONALITY TRAITS AND SERVICE ORIENTATION

As Hogan *et al.* (1984) suggest, service-oriented employees are responsible/ dependable, courteous, well-adjusted, self-confident, likeable, sociable, relate well with others, and are likely to follow rules. This researcher suggests these characteristics relate to the following personality traits of the big five model: responsible/dependable and rule abiding relate to the personality trait of high conscientiousness; well-adjusted and self-confident are related to high stability; sociable relates to extraversion; and Hogan *et al.*'s (1984) likeability to agreeability. Furthermore as discussed, Dale and Wooler's (1991) model of service orientation included sociability, follows rules, likeability, good adjustment, and technical curiosity. This researcher suggests these concepts relate to the following: Sociability is synonymous with extraversion, following rules is conscientiousness, likeability is the same as agreeability, and good adjustment is synonymous with stability.

As discussed, the current conceptualization of service orientation is a composite of three constructs: adjustment, likeability, and prudence (Cran 1994). This researcher suggests these new terms correspond with the previously discussed personality traits of extraversion, stability, agreeability, and conscientiousness. An

adjusted (i.e., stable) person is calm and not self-critical. Likeability takes on elements of agreeability but also includes the aspect of liking others. Therefore, likeability is a combination of agreeability and extraversion. The Hogan *et al.* (1984) description of sociability is not part of the current definition as sociability denoted a strong need for social interaction or an exhibitionist. Finally, prudence is synonymous with conscientiousness.

Based on the previous discussion on personality traits, service orientation is predicted to be positively related to extraversion, conscientiousness, agreeability, and stability. As discussed, previous research found low correlations between stability and service behaviors (Hurley 1998). The relationship may require the mediating variable of SO to demonstrate significance. Furthermore, due to a need for a creative service provider, openness to experience may also predict service orientation.

## CONSEQUENCES OF SERVICE ORIENTATION SURFACE TRAIT

Some people may be predisposed to a service orientation. In this dissertation, service orientation (SO) is investigated as a surface trait (i.e., a mediating variable that is a combination of personality and the environment). As discussed, the personality traits predict SO. The two outcome variables of service orientation are Service Performances and Organizational Citizenship Behaviors. The relationship between Service Orientation and the two dependent variables is based on the assumption that the SO is a surface trait. These traits should be exhibited in the setting of service but not necessarily in other contexts. The following will discuss the two outcome variables of service performance and organizational citizenship behavior.

## Service Performance

Customers evaluate both the outcome (i.e., the technical quality) as well as the process (i.e., the functional quality) of the service delivery (Grönroos 1985). The employees' skills and know-how greatly impact the outcome (i.e., technical quality) while service-orientation, service mindedness, and behavior impact the functional quality (Grönroos 1985). Other authors have suggested that employees are evaluated by the customer on technical quality, customer-related skills, and personality (Berry 1981; Lovelock 1981). Service orientation deals with the contact employee's performance with the customer and fellow employees. For the purpose of this study, service performance will consider both the functional and technical quality of the service separately. It is predicted that contact employees with a tendency toward the service orientation trait are more likely to provide superior functional and technical quality.

Much of the research on the functional quality of service performances has investigated aspects related to the service employee. For instance, one recommendation is that if employees are treated well they will in turn treat customers well (Bowen and Schneider 1985). Other means of improving the functional quality of the service performance deal with the service employee's behaviors. The following will look at how the service employee's behavior impacts evaluations of service performance.

Employees who provide reliable service are judged as superior service providers. Reliability is the ability to perform the promised service dependably and accurately (Parasuraman, Zeithaml, and Berry 1985, 1988). (See Table 2-2 for a

# TABLE 2-2

## EMPLOYEE RESPONSE AND SERVICE PERFORMANCE

| Study | Dependent Variable (DV) | Independent Variable (IV) | R | Misc |
|---|---|---|---|---|
| Richins (1983) | Negative Word-of-Mouth | Courtesy | .25* | |
| | Negative Word-of-Mouth | Probability Preferred Remedy | -.13** | |
| Parasuraman et al. (1988, 1990) | Service Quality | reliability, empathy responsiveness, assurance | – | Reliability most important aspect of Service Quality |
| Bitner et al. (1990) | Favorable/ Unfavorable incident Dissatisfying Exchange | Customizing Service Willingness to Respond | – – | Critical Incidence Study |
| Taylor (1994) | Service Evaluation | Punctuality (promptness) | -.18 | |
| Keaveney (1995) | Customer Switching Behavior | Reliable Service Courtesy Unresponsive | – – – | Critical Incidence Study |
| Price et al. (1995) | Satisfaction | Authentic Understanding | .49*** | |
| Hui and Tse (1996) | Service Evaluation | Interaction between length of wait and information given | | |

\* Significant at .01 level
\*\* Significant at .05 level
\*\*\* Significant at .001 level

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breakdown of past research on employee responses and service performances.) The service literature suggests that reliability is the most important aspect of high-quality services (Parasuraman, Zeithaml, Berry 1988, 1990; Schneider and Bowen 1995). For instance, one reason customers leave a service provider is to exchange with a more reliable competitor (Keaveney 1995).

Reliability can be expressed as the consistency of the services. "Service encounters can be characterized as role performances" ( Solomon *et al.* 1985). The authors indicate that when roles deviate from expectations, even positive deviations do not necessarily create a more positive service experience for the customer. The preceding discussion indicates reliability, or offering consistent service performances, is an important aspect of service performances.

The literature suggests service employee's courtesy greatly impacts evaluations of service performance. A major reason for customers switching service provider as service encounter failures (Keaveney 1995). Thirty-four percent of respondents mentioned service encounter failures as the reason for leaving the relationship. Two of the subcategories of service encounter failures directly relate to courtesy: (1) uncaring and (2) impolite. Furthermore, when a service quality failure occurs, courtesy may help repair the damage (Berry 1986). Courtesy may also negate negative word-of-mouth in a dissatisfying service encounter (Richins 1983). When customers complain, courtesy may actually increase positive word-of-mouth (Richins 1983). While some customers may desire to shop without assistance, a simple acknowledgement is an expected form of courtesy (Guiry 1992). The discussion above suggests courtesy is an important aspect in the customer's evaluation of service performance.

A third facet of service performance, empathy, relates to the customer orientation philosophy. Customer orientation is practicing the marketing concept by finding ways to meet the needs of the customer. Empathy, described as the caring, individual attention given the customer by the service provider (Parasuraman *et al.* 1985, 1988) addresses the customer orientation concept. Switching intentions has been shown to be related to friendliness and warmth, which this researcher suggests are examples of empathy. A correlation of r = -.41 (p < .01) has been found between "atmosphere is warm and friendly" and customer switching intentions (Schneider 1973). One reason for favorable or unfavorable incidents, in the eyes of the customer, is employee response to customer needs and requests (Bitner *et al.* 1990). This category required an explicit or inferred request for customized service or, as related to this dissertation, individual attention. This individual attention can be viewed as empathy. In the critical incidents study, the authors found 32.9 percent of the satisfactory performances related to this customizing category (Bitner *et al.* 1990).

In some service settings, empathy takes on stronger bonds and openness. Authentic understanding can positively affect service performance evaluations (Price, Arnould, and Tierney 1995). In cases such as river rafting where customers and guides are in close proximity for extended duration, an openness that goes beyond mere understanding is warranted. In these cases, authentic understanding includes genuine emotional exchange. Overall, empathy appears to be a key aspect in service performance.

Finally, responsiveness appears to be a fourth facet of service performance. The following will first define responsiveness as used in this study, followed by a

number of studies that suggest the importance of responsiveness in service performance.

Responsiveness is described as the willingness and readiness to provide help (Parasuraman *et al.* 1985, 1988). In this definition of responsiveness, this author emphasizes that the consumer must have the perception of prompt service. It has been well documented that prompt responses positively affect service evaluations. In the complaint literature, perceptions of responsiveness to complaints influence whether consumers complain or spread negative word-of-mouth (Richins 1983). In dissatisfying exchanges, 42.9 percent of customers attributed the failure to the unwillingness or inability of the service provider to respond (Bitner *et al.* 1990). These dissatisfying situations may lead to the customer seeking a new service provider. Specifically, in service encounter failures, 34 percent of customers switching service providers was due to unresponsive behavior by the contact employee (Keaveney 1995).

Service delays (low promptness in the airline industry) negatively affect service performance evaluations (Taylor 1994; Taylor and Claxton 1994). Furthermore, filling the delay timewith activities such as magazine reading or free drinks at a coffee shop decreases the anger associated with the lack of promptness (Taylor 1994). A related study demonstrates the importance of perception of promptness. Different information should be given depending on the length of service delay (Hui and Tse 1996). No information should be given in short waits of 5 minutes or less. In intermediate waits (i.e., 10 minutes), the customer should be told actual delay time. In longer waits of 15 minutes or more queuing information (i.e., "You are 6th customer in line.") should be

given. Promptness appears to be an important service trait to both managers and customers.

In an exploratory portion of a study, content analysis was completed on interviews with customers and managers (Hurley 1998). The customers were asked for reasons for their evaluations of the store. In the employee category, customers mentioned "fast/quick" the second most frequently of all items. On the other hand, managers were asked for traits that identified the "ideal customer service person." While not mentioned as high as in the customer evaluations, managers again mentioned "fast" as a trait of the "ideal service person." Admittedly, in some instances customers want independence when shopping rather than assistance in finding their needs. For instance, many consumers want to shop on their own for clothing rather than with a salesperson's assistance. However, these "independent" customers still desire a responsive employee when needed (Guiry 1992). While Guiry (1992) suggests this view of responsiveness is less proactive than the Parasuraman *et al.* (1985, 1988) definition, it still embraces the theme of readiness to provide service. The above discussion points out the importance of the perception of responsiveness (prompt) in service performance.

**Service Performance and Personality**

Viewed together, it becomes apparent that service performance and personality traits are closely related. Managers who seek to provide customers with highly service-oriented outcomes may benefit from hiring employees already predisposed to the orientation.

In a recent study, strong support was found for personality traits predicting service performance (Hurley 1998). However, the author operationalized service performance for a retail setting (i.e., convenience store) as (1) greeting the customer, (2) making eye contact, (3) smiling, (4) asking how they could help, and (5) asking to further assist the customer after performing initial service. The author found superior service providers to be highly extraverted and highly agreeable. However, the author found mixed results for stability ("adjustment" as he called it). The unreliable results between stability and performance suggests a mediation model including service orientation may actually work better. Finally, conscientiousness may also predict service performance (Hurley 1998). The personality dimensions of extraversion, agreeability, stability, and conscientiousness addressed by Hurley (1998) are synonymous with the personality traits of the big five model of personality. An important point of the Hurley (1998) study is the author investigated the direct relationship between personality traits and service performance. The author did not use or create a service orientation scale. This current study makes the contribution of developing and testing a service orientation scale.

In related research, a combination of personality dimensions, called likeability, adjustment, and sociability in the Hogan *et al.* (1984) SOI index, better predict work performance than ability tests alone (Rosse *et al.* 1991). This discussion suggests that four personality traits (i.e., extraversion, agreeability, conscientiousness, and stability) in combination lead an employee to provide superior service behaviors. This researcher suggests the combination of the four traits predict an employees service orientation. Additionally, as discussed, when traits are combined with situational

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factors, the explanatory power is increased (Diener 1996). No study to date has looked at service orientation in the context of the interactionist perspective.

**Organizational Citizenship Behavior**

This study proposes that a second outcome of service orientation is organizational citizenship behaviors. Researchers have defined citizenship behavior as the non-compulsive, helpful, and constructive behaviors that are directed to the organization or to its members (Bateman and Organ 1983; Posdakoff and MacKenzie 1994). The organizational citizenship behaviors are not part of the general job requirements (Organ 1988; MacKenzie *et al.* 1993) but may impact supervisors' evaluations of employees (MacKenzie *et al.* 1993). Although employees are not objectively evaluated on OCBs, research suggests that OCBs impact the work environment positively. The predisposition of SO should be related to a contact employee's organizational citizenship behaviors. One of the contributions of this dissertation is that to date no marketing study has addressed the relationship between service orientation and(OCB). If OCBs are positively related to service orientation, firms can hire employees with a service orientation and gain the helping behaviors of OCB.

This researcher suggests OCB can be viewed as the internal marketing philosophy of fellow employees. The internal marketing philosophy views employees as internal customers (Berry 1981). In doing so, the firm seeks to satisfy the needs and wants of the employee. When employees' needs are satisfied, they are more likely to satisfy external customers. In companies practicing internal marketing, employees

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work to cover fellow employee's errors before they are detected by the customer (Kotler *et al.* 1996). The internal marketing philosophy is very important in labor-intensive service (Berry 1981). In labor-intensive services such as banking, employees' behavior is the product. Thus, in internal marketing settings, employees work together to cover mistakes, which improves the product.

The objective of internal marketing is to: (1) employ and keep the best people and (2) help them do the best job by practicing the marketing philosophy internally to the employees as customers (Grönroos 1985). Employees can be influenced to practice customer-consciousness, market-orientation (Grönroos 1985), or as this researcher suggests, service orientation through an internal marketing approach. The internal marketing philosophy must attract the best possible employees (Grönroos 1985). Furthermore, selection methods should identify customer-oriented employees (Kotler *et al.* 1996). The internal marketing customer orientation is expressed as behavior directed as fellow employees. Therefore, attracting the "right" employees implies that employees may have a disposition to practice internal marketing through OCBs.

Firms should research and advertise to satisfy the internal customers (Berry 1981); however, this researcher takes the internal marketing philosophy one step further. This researcher suggests hiring the right co-workers can be a form of internal marketing. By hiring employees who seek to satisfy fellow employees' needs, firms can achieve the goals of keeping the best people and helping them do their best. The helpful, non-compulsive behaviors described as OCBs may be called acts of internal marketing by fellow employees.

Although a number of OCB dimensions have been identified, three specific dimensions of OCBs are important to service firms: Generalized Compliance, Altruism, and Civic Virtue. The OCB form of generalized compliance is defined as an impersonal type of conscientiousness that is indirectly helpful to others in the organization, but does not provide an immediate help to others (Becker and Vance 1993). Examples include adherence to rules regarding attendance, punctuality, use of time at work, and respect for property and resources of the organization (Konovsky and Organ 1996). This form of OCB was later redefined by Organ (1988) as "Conscientiousness." To avoid confusion when the term conscientiousness is used for both personality traits and a dimension of OCB, generalized compliance will be used for the OCB dimension in this study.

The employees' organizational citizenship behaviors have been investigated extensively in recent years with somewhat mixed findings. Mixed results were found for three OCB dimensions of Generalized Compliance, Civic Virtue, and Altruism (MacKenzie *et al.* 1993). Altruism and Civic Virtue significantly predict managerial ratings of performance. When Generalized Compliance was added, only Generalized Compliance was significant. Generalized Compliance and Civic Virtue were both significant in another study. One explanation for the different outcomes is the different industries used for each study. Study 1 used insurance agents, Study 2 used petrochemical salespeople, and Study 3 used upper-level managers in the pharmaceutical industry. The results indicate Generalized Compliance may be a strong predictor of managerial evaluations. Altruism and Civic Virtue may be dimensions that are simply expected in different professions/industries.

In the context of services, generalized compliance was measured (the authors called it conscientiousness) as "Conscientiously following company regulations and procedures," and "Returning phone calls and responding to other messages and requests for information promptly" (MacKenzie *et al.* 1993). The authors demonstrated that management's subjective ratings of a salesperson's generalized compliance had a significant effect on ratings of salesperson performance. While generalized compliance is defined as indirectly helping others in the organization, the traits of service-oriented employees include reliable, responsive, empathic, and likely to follow rules. Therefore, the service-oriented employee is likely to exhibit the OCB dimension of generalized compliance.

Altruism can be defined as helping another employee with a work-related problem (MacKenzie *et al.* 1993). A work associate is in many ways a customer to the contact employee. If contact employees with the SO disposition desire to help customers beyond requirements, it is likely that they are also willing to go beyond duty to help fellow employees. This discussion suggests that employees with a service orientation disposition will more likely exhibit altruism.

Civic Virtue is defined as the behavior indicating that the employee responsibly participates in, and is concerned about, the life of the company. An example of an item that was tested is "attending functions that are not required, but helps the organization's image."

Research has suggested that in order for successful exchanges with customers to occur, effective internal exchanges must occur first (George 1990; Grönroos 1990). Employees that are more likely to help each other, will be more willing to help

customers achieve their goals. This suggests that altruistic OCBs should be related to customer-oriented service performance (Kelly and Hoffman 1997).

There are mixed findings on OCB as related to personality traits. Traits may be affect driven (Organ and Konowsky 1989). Specifically, extraversion and stability are synonymous with positive affect and negative affect, respectively. The authors contend that if OCBs are affect driven rather than cognitively driven, management can make changes through selection. The findings of this study suggested that OCBs are a deliberate and conscious act rather than emotionally driven behaviors (Organ and Konowsky 1989). However, only extraversion and stability appear to be emotionally based, while conscientiousness and agreeability are not emotionally toned (Organ 1994).

In the marketing setting, managers place a great deal of weight on salespersons' OCBs (Posdakoff and MacKenzie 1994). In a second study, the authors discovered that unit performance was not always positively impacted as expected. Civic Virtue did impact unit performance positively, but Helping (a composite of Altruism and three other aspects) was negatively related to unit performance. One explanation for this unexpected finding with Helping is the use of the composite. The composite included *courtesy*, which is defined as actions to prevent work-related problems with others, such as touching base with manufacturers; *peacekeeping*, which are actions to prevent or mitigate interpersonal conflict; and *cheerleading*, which is encouraging and praising coworkers (Posdakoff and Mackenzie 1994). Separating Altruism out of the composite may have actually altered the bottom line in a positive direction. A second explanation is the use of a sales setting. Sales can be a very competitive and "cut throat" industry.

Altruism may be seen as a manipulative, self-serving behavior in a competitive environment such as sales. In a service setting, with less competition, Altruism may be more likely to positively impact the bottom line.

*This discussion above suggests the following hypotheses*:

## HYPOTHESES

Ho 1: There will be a positive relationship between extraversion and the service orientation surface trait.

Ho 2: There will be a positive relationship between agreeability and the service orientation surface trait.

Ho 3: There will be a positive relationship between stability and service orientation surface trait.

Ho 4: There will be a positive relationship between conscientiousness and the service orientation surface trait.

Ho 5: There will be a positive relationship between the service orientation surface trait and service performances.

Ho 6: There will be a positive relationship between the service orientation surface trait and organizational citizenship behaviors.

Ho 7: There will be a positive relationship between the organizational citizenship behaviors and service performances.

## OVERVIEW OF SERVICE ORIENTATION MODEL

Figure 2-1 displays the proposed recursive model of this dissertation. The constructs are proposed to be related in the following manner. The service employees' personality traits of extraversion, stability, agreeability, and conscientiousness predict their service orientation. This surface trait of a helpful, cooperative, responsive orientation is related to the employees' service performance and OCBs. Employees

that are highly service oriented should rate higher on performance and organizational

citizenship behaviors than employees low in service orientation. Finally, an

employee's OCB rating will predict their service performance ratings.

**FIGURE 2-1**

**PROPOSED SERVICE ORIENTATION MODEL**
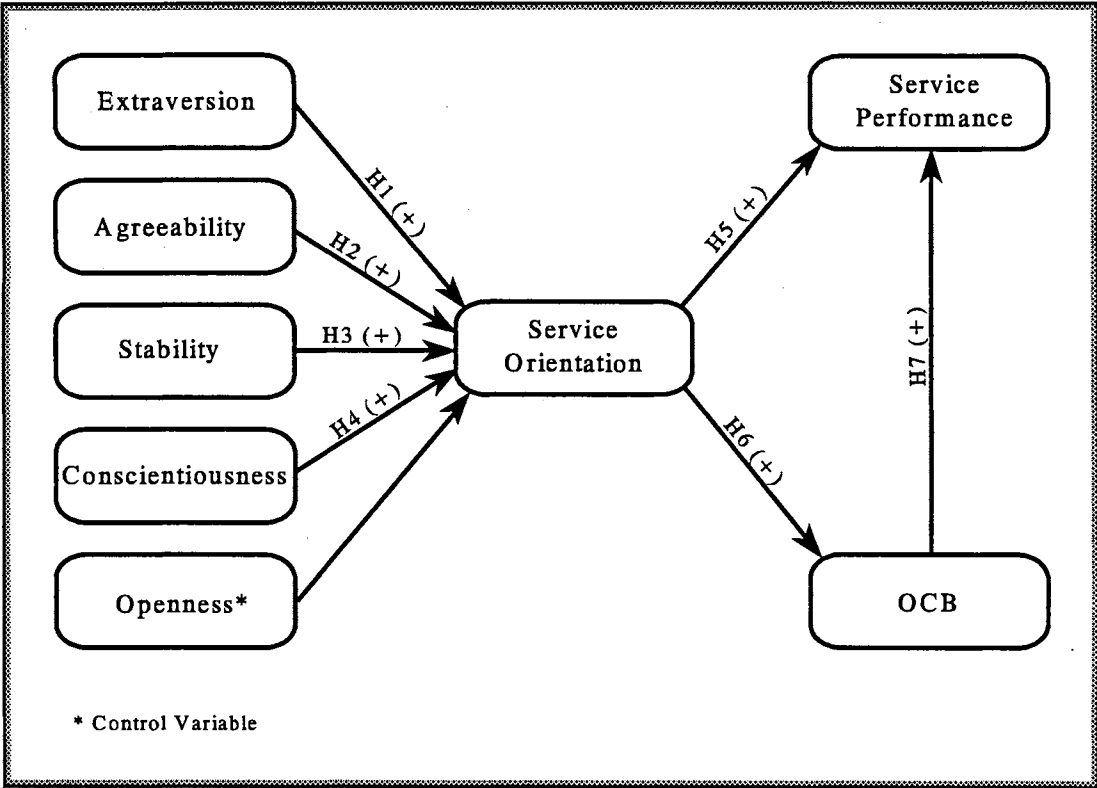
# SUMMARY

In summary, this chapter discussed the service orientation construct as well as its antecedents and consequences. The literature suggests that the personality traits of high agreeability, high extraversion, high conscientiousness, and high stability predict an employee's service orientation. The service orientation disposition is posited to be positively related to service performances and organizational citizenship behaviors. Finally, the contact employee's OCBs will be related to service performances.

# CHAPTER III

# METHODOLOGY

This chapter explains the methodology used to create the service orientation scale and test the proposed model. Three studies will be completed in this dissertation. The first study had the goal of developing a reliable and valid Service Orientation scale that can be applied across numerous service settings. Consequently, the scale will be a generalized scale. The goal is to make a scale that can be applied to banking, travel agencies, restaurants, and other service settings. The second and third studies will test the model with structural equation modeling (SEM) in service settings. Study 1 will be addressed first, followed by a discussion of Study 2 and Study 3.

## STUDY 1 — SERVICE ORIENTATION SCALE DEVELOPMENT
### Steps 1 & 2 — Scale Item Generation

The first step of developing a service orientation scale will be completed to answer the following research question: Can a valid and reliable measure of service orientation be developed? To develop a service orientation scale, the first seven steps recommended by Churchill (1979) will be followed. (See outline of steps in Appendix A). Step one, defining service orientation was largely completed in Chapter II the literature review. To reiterate, service orientation is defined as a disposition to provide high functional quality service to customers and other employees.

In step two, the literature review, interviews and two focus groups will be used to develop a pool of items. The interviews will be completed with five managers in the service industry. To ensure the generalizability of the scale, a broad spectrum of

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service jobs will be represented in the group of managers. For instance, managers in

banking, medical and travel industries, as well as fast food, and convenience stores

industries will be interviewed. In the interviews, managers will be asked to describe

attitudes of service oriented employees. One focus group will be made up of service

employees and the other will be customers. Based on the literature review, interviews

with managers and two focus groups, a pool of items will be developed.

## Step 3 — Content Validity

Step three is to assess the content validity of the items with a group of experts.

A group of 10 experts, five academicians and five service managers (who did not

participate in the initial pool creation), will be utilized. To make sure all the experts

are working from the same service orientation definition, they will first read the

definition as used in this study.

> *Service orientation is defined as a disposition to enjoy providing high functional quality service to customers and other employees. Functional quality of the service deals with the process of the service. Therefore, service orientation deals with the contact employee's performance with the customer rather then the outcome.*

The experts will be asked to rate each of the items in the pool on the following

2-point scale: (1) does not represent service orientation and (2) represents service

orientation. Items which are consistently classified as "does not represent service

orientation" will be eliminated from further consideration.

## Steps 4 & 5 — Collect Data

In step four of Study 1, data will be collected using a convenience sample of service providers. The general rule for factor analysis sample size is at least five times as many respondents as variables (Hair, Anderson, Tatham, and Black 1995). The sample size will be determined after the pool of items is created and examined for content validity.

In step five, exploratory factor analysis will be completed on the pool of items. Factor analysis will be done as a means to purify the items. Because loadings are influenced by content as well as wording of items, it is necessary to clean the items at this stage. Once the factors are determined any items that cross-load or possess low loadings will be eliminated or adjusted before any new data are collected. To evaluate internal consistency, Cronbach alpha will be completed on each dimension. Any items which do not share in the common core will be eliminated as suggested by Churchill (1979). Additionally, items which produce a dramatic drop in the item-to-total correlation will be eliminated or adjusted depending on the importance of the item (Churchill 1979).

## Step 6 — Reliability

Data collection will occur again in step six with a new service provider population. Reliability will again be examined with the aid of Cronbach alpha. "Coefficient alpha absolutely should be the first measure one calculates to access the quality of the instrument (Churchill 1979, p. 68)." Each dimension of service orientation identified in the exploratory factor analysis will be evaluated separately.

Each dimension should meet the minimum cutoff of .70 alpha. Step six will also include confirmatory factor analysis. Based on any dimensions found in the exploratory factor analysis items will be controlled to relate to the specific dimension.

In step six, respondents will also complete a mood scale, social desirability scale, and the Saxe and Weitz (1982) SOCO scale. These scales will be used later to assess discriminant validity of the instrument. Additionally, respondents will complete a 3-item scale evaluating an employee's global view of his/her service orientation. This 3-item global index will be used in step seven to access convergent validity. Finally, respondents will complete scales on their technical performance of service, functional performance of service. These last two scales will be used to test the predictive validity of the service orientation scale.

## Step 7 — Convergent and Discriminant Validity

To assure service orientation is a unique construct, a construct must have evidence of both convergent and discriminant validity (Campbell and Fiske 1959). Convergent validity tests for the extent which a scale is correlated with other methods which are suppose to capture the same construct. In step six, the subjects completed a global index on their own service orientation. The correlation between this global index and the service orientation index will be tested. To assess convergent validity, different measures of the same construct must be taken. Since no other acceptable service orientation scale is available, this global index will be used as the second measure of service orientation. A significant correlation between the SO index and the global index will demonstrate convergent validity of the service orientation index.

Discriminant validity will test whether the scale is indeed a novel instrument (Churchill 1979). Multiple methods should be used to eliminate the chance that the trait is simply an artifact of measurement procedures (Churchill 1979). To assess discriminant validity subjects will complete a social desirability scale. The social desirability construct is appropriate because of the nature of this study. This study will be looking at specific personality traits. Respondents may assume that there is a right answer that the researcher is looking to find. If respondents are trying to please the researcher, the social desirability scale should pick this up.

The Crowne and Marlowe (1960) social desirability scale has been used successfully to demonstrate discriminant validity in previous studies such as Saxe and Weitz (1982). However, this scale has two drawbacks. First, society's perception of social desirable behaviors may have changed since the development of the scale in 1960. Second, the scale is a relatively lengthy scale of 33 items. To eliminate some of the problems associated with the scale, Strahan and Gerbasi (1972) developed three short-form versions of the Crowne-Marlowe scale. These scales are knows as M-C1A 10-item scale, M-C2A 10-items scale, and the M-CA 20-item scale. Recently, a number of researchers have found evidence of construct validity and reliability in the shorter versions. Each of the short-version scales adequately measure the construct of the full 33-item Crowne-Marlowe scale (Fraboni and Cooper 1989). Specifically, all correlations between the short versions and the full scale exceeded .87.

Using confirmatory factor analysis, Fisher and Fick (1993) tested the short versions along with the full Crowne-Marlowe scale. The authors allowed LISREL to dictate improvements in fit. The short form M-C1 was revised to seven items, the M-

C2 to six items, and the M-C to twelve items. Results indicate that the reduced M-C1 and M-C2 scales are significant improvements over the other scales. Furthermore, the reported alphas of .79 for M-C1 and .76 for M-C2 are good. Therefore, because the M-C1 appears to measure social desirability better than the full Crowne-Marlowe scale and the alpha is adequate, this study will use the revised version of social desirability proposed by Fisher and Fick (1993). However, a revision to this scale is being made to the Fisher and Fick (1993) scale. Under the Fisher and Fick (1993) format only dichotomous True/False answers were allowed. For the purpose of this study, items will be altered to a 6-point format.

A second scale to be used to assess discriminant validity is the mood scale by Allen and Janiszewski (1989). The 4-item scale measures the respondent's affective mood state at a point in time. The authors reported an alpha of .72. If service orientation is indeed an enduring disposition it should be different than a person's mood state. Examples of items in this scale are as follows: "At this moment I am feeling ... (1) good versus bad, (2) happy versus sad, and (3) negative versus positive."

The last scale to assess discriminant validity is the Saxe and Weitz (1982) SOCO scale. The SOCO scale includes such items as: (1) "I try to sell a customer all I can convince him to buy, even if I think it is more than a wise customer would buy."; (2) "I try to figure out what a customer's needs are."; (3) "I am willing to disagree with a customer in order to help him make a better decision."; and (4) "I pretend to agree with customers to please them."

The correlation between the service orientation scale and the scales of social desirability, mood state, and SOCO will access discriminant validity. Scales that

highly correlate may be measuring the same construct (Churchill 1979). Therefore, a low correlation between service orientation and the four other scales is desired.

## STUDY 2 — TESTING THE SERVICE ORIENTATION MODEL

The seven steps above will be used to create a reliable and valid service orientation scale. In the second and third studies of this dissertation, the model will be tested on a group of service providers in a restaurant and a banking industry. The newly created service orientation scale will be completed, along with the other measures discussed above.

The first step will be to complete confirmatory factor analysis on the service orientation scale. This stage will control which items apply to any dimensions identified in the exploratory factor analysis. The first test will be the overall model fit. The overall model fit demonstrates the degree to which the specified indicators represent the hypothesized construct (Hair *et al.* 1995). A number of Fit measures will be used including TLI, RMSEA, and CFI.

### Other Measures

As discussed, it is predicted in this dissertation that the four personality traits of extraversion, stability, agreeability, and conscientiousness are positively related to an employee's service orientation. The fifth personality trait of the Big-Five model of personality, openness to experience is not formally predicted to be related to service orientation. However, the creative aspect of openness may relate to service orientation. Consequently, openness measures will be collected as well. The personality traits of extraversion, stability, agreeability, conscientiousness and openness

to experience will be measured using an adjusted version of Saucier's (1994) scale by Mowen (*In Press*).

In the literature review of chapter two, the model was specified. One relationship to be tested in this model is between the latent constructs of service orientation and service performance. As discussed, service orientation is a disposition to provide outstanding customer service. Service orientation is a theoretical interaction between the employee's personality traits and the service setting environment. It is predicted that an employee's service orientation leads to his/her service performance. In the context of this study, the functional service performance will be measured by the supervisor's evaluation of performance. The service performance scale to be used was adapted from the original scale of Bush *et al.* (1990) and later used by Hartline and Ferrell (1996) and the work of Parasuraman *et al.* (1988). Hartline and Ferrell (1996) found adequately reliability for this scale as evidenced by a Cronbach's $\alpha$ of .74. The 5-item, 5-point Likert scale focuses on managers evaluations of how important each factor is in evaluating performance. The scale was adjusted for this study to reflect how well the employee performs on each factor. As discussed previously, the items reflect the employees ability to adjust and accomodate the customer, rather than "robotic" behavior performed for each and every customer. Examples of items included in the scale are as follows: "The employee has... (1) a track record of courteous service to customers, (2) the ability to resolve customer complaints or service problems in an efficient manner, (3) the ability to innovatively deal with unique situations and/or meet customer needs."

A related outcome to the functional performance is the technical quality (outcome) of the performance. Measures from two dimensions of Parasuraman *et al.* (1988) ServQual scale will be used. The two dimensions to be used are reliability and assurance.

A second outcome of service orientation is predicted to be organizational citizenship behaviors (OCBs). As discussed, OCBs are defined as the non-compulsive, helpful, and constructive behaviors that are directed to the organization or to its members (Bateman and Organ 1983; Posdakoff and MacKenzie 1994). The organizational citizenship scale used in this study was adapted from MacKenzie *et al.* (1993). A 6-item, 7-point Likert scale will be used for the OCB dimensions. Items have been adjusted to more closely apply to the banking and restaurant settings rather than the sales setting used in the MacKenzie *et al.* (1993) study. The altruism dimension is predicted to be positively related to service orientation. OCB will be evaluated as a single latent indicator of OCB. The OCB scale, along with the full questionnaire, can be found in Appendix B.

**Analysis**

SEM on will be used to determine the fit of the interrelationships among the constructs. In the analysis, the mediation model of personality traits predicting service orientation which then predicts service behaviors will be tested. Each of the seven constructs of extraversion, agreeability, stability, conscientiousness, openness service orientation, service performance, and OCB have multiple indicators. The testing of the structural model will be used as a confirmatory assessment of nomological validity

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(Campbell 1960; Cronback and Meehl 1955). SEM will help in answering the following research questions: (1) what personality traits are predictive of service orientation? and (2) does service orientation influence service performance and organizational citizenship behaviors?

In evaluating the structural model, on overall model fit will be completed followed by structural model fit. If the model provides evidence of acceptable fit, competing models will be evaluated for fit. The completing models must have some theoretical basis for consideration. The three models under consideration are the full mediation model, a direct effects model, and a partial mediation model. The full mediation model is the current model proposed. In the direct effects model the direct influence of the personality traits on service performance and OCB are tested. Finally, in the partial mediation model direct effects and mediation effects are both included.

Hypotheses 1, 2, 3, and 4 suggest a positive relationship between service orientation and extraversion, agreeability, stability, and conscientiousness, respectively. These hypotheses will be supported if a significant t-value is found and the coefficients are each in the positive direction.

Hypotheses 5 and 6 predict a positive relationship between service orientation and the two outcome variables of service performance and OCBs. These two hypotheses will be supported with a significant t-value and a positive coefficient for each relationship.

**Subjects**

A new set of subjects will be collected to test the service orientation scale developed with the first sample. A self-administered questionnaire will be given to subjects who work in the service industry — specifically the banking and restaurant industries will be the targeted sample. After a review of recommendations of Hair *et al.* (1995), a sample size of 200 is being set for each sample. Specifically, a minimum sample size of 100 is needed to ensure appropriate use of maximum likelihood estimation (Hair *et al.* 1995). On the other hand, as sample size grows to 400 or more, the Goodness-of-Fit measure will almost always indicate a poor fit. Consequently, a sample size of 200 is appropriate (Hair *et al.* 1995).

A letter from the bank's president (or restaurant's manager) will be sent to each employee approximately a week before the questionnaires are delivered to respondent. This letter has three goals: 1) inform the employees of the importance of completing the survey, 2) assure them of the confidentiality of their answers, and 3) inform them that they should take work time to complete the survey.

The survey along with a stamped envelop addressed to this researcher will be delivered to each employee. A cover letter reinforcing the confidentiality of the results and deadlines to send back the questionnaire will be included in the packet. The confidentiality notice will inform respondents that the bank will not be given individual results, but rather aggregate results of all employees.

Past research indicates that adding an identification number with an announcement of follow-up plans to non-respondents significantly increases response rates for mail surveys (McKee 1992; Kalafatis and Blankson 1996). The first question

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on the questionnaire will ask for the respondent's name and last 6 digits of their social security number. The survey indicates that the information is being used to follow-up with those employees who do not return the questionnaire. One week after the deadline for returning the questionnaire, a follow-up questionnaire will be hand delivered to non-respondents. Once the follow-up questionnaires are returned, names will be removed from the questionnaires to maintain the respondents anonymity. Additionally, respondents will be notified that their answers will be combined with a supervisor's evaluation of performance. Once the supervisor completes the evaluation, the name of the employee will be removed leaving only the last six digits of the employee's social security number. These last six digits will be used only to tie together the information on the employee's and supervisor's survey.

Respondents will be given time to compete the questionnaire during their regular work day. The questionnaire will include scales tapping the five personality traits, service orientation, service performance, organizational citizenship behaviors, social desirability, mood, SOCO, and basic demographics. To investigate the potential problem of common method variance, the outcome variables will also be measured through supervisor ratings. A separate questionnaire will gather information on the outcome variables of service performance and organizational citizenship behaviors of each employee.

The banking industry was chosen to test the service orientation scale and model for a number of reasons. First, the banking industry is continuing its rapid changes as noted by Berry (1981). Many banks have been bought out and sold several times in recent years. Bank mergers have created the largest banks in the nation, which allows

customers to complete transactions from virtually anywhere in America. Additionally, with the introduction of expanded ATM locations and banking over the internet, customers can complete much of their banking without interaction with bank personnel. While these changes suggest that bank personnel may be less important in the consumers' evaluation of the bank, Berry (1981) agues otherwise. The reduced number of interactions with bank personnel makes each individual interaction more important. A poor evaluation on a single interaction may cause customers to move their business to a competitor. Therefore, the service provided by bank personnel is critical to continuing the relationship with the customer.

A second reason for using the banking industry is offered by Berry (1981). The author suggested, banking is a homogeneous service. Prices and services are almost uniform across competitors. Ergo, banking personnel can be a source of competitive advantage (Berry 1981). Other service industries such as the airline industry are very labor-intensive as well. But the airline industry has diverse price ranges not found in banking. The airline industry may be segmenting mainly on price, rather than its personnel. Because banking may rely on personnel to segment, it is a good arena to test this service orientation model.

The third reason for using the banking setting is due to its labor intensive service. Unlike restaurants, convenience stores and the like, banking lacks a tangible product. Customers' evaluations should therefore be based more on the personal interaction, rather than the evaluation of the outcome (i.e., a product).

Finally, the restaurant setting was chosen to test the service orientation scales generalizability. If the scale works well in both the bank and restaurant settings, the scale will have greater generalizability.

# CHAPTER IV

## STUDY 1

## SCALE DEVELOPMENT — EXPLORATORY FACTOR ANALYSIS

This chapter begins the process of developing a service-orientation scale. In this first of three studies, scale items will be created and tested with exploratory factor analysis. Additionally, in this chapter four previously used scales will be pretested. One pretest seeks to find separate items to measure functional, technical, and global service performance. A second pretest investigates the Saxe and Weitz (1982) selling orientation/customer orientation (SOCO) scale. Due to length constraints, the full SOCO scale will not be used in the main study of this dissertation. To reduce the number of items respondents are required to complete, factor analysis will be performed to identify the best measures to use in the major study.

The chapter begins by addressing the procedures used to develop the pool of service-orientation scale items. Next, the procedures used to recruit participants are presented. This is followed by the results of exploratory factor analysis on the service orientation scale. Finally, the results of the pretests on the functional, technical, and global service performances and SOCO scales are provided.

## PRETEST 1: RESEARCH METHOD

The first pretest was designed to create items to measure a contact employee's service orientation surface trait. The goal is to accurately tap the domain of the construct with a limited number of items.

**Service Orientation (SO) scale**

Based on the literature review, interviews with five service managers and two focus groups (one with customers and one with non-manager contact service providers), an initial pool of 98 items was developed (Churchill 1979). The items were evaluated for face validity by five academicians who study services and five managers who did not participate in the above mentioned interviews. Items that did not fit into the domain were eliminated. This reduced the initial pool of 98 items to the 50 items tested in this first study.

The researcher then began grouping the items into separate categories based on content. Items were grouped together that appeared to tap the same construct. Through this process the researcher determined that five facets appeared to be present in the SO items. The SO items included the following facets: pamper the customer, personal relationship, reliable performance, reading the customer, responsiveness. Once the scale was reduced to the 50 items, data collection began with a wide range of service (contact) employees as described next.

**Participants**

Respondents were 268 (67 males, 155 females, and 51 unknown) contact service employees. One goal of this dissertation was to make a scale which works across service organizations, rather than in one particular service field. To accomplish this task, respondents were recruited from in a wide range of service firms. The sample breakdown of service jobs was as follows: contact/receptionist 75, banking/financial

70, restaurants 32, dry cleaning 3, travel 11, insurance 30, real estate 20, hair care 13, retail/sales 10, health 3, and mechanic 1.

## Procedure

Service firms were contacted via cold calls and/or appointment depending on the size of the business. The larger businesses were called in advance while the smaller (i.e., 4 to 5 employees), received a cold call. The researcher contacted the personnel director to inform him/her of the nature of the study. Surveys were left at the businesses that agreed to participate and picked up approximately three days later. Respondents were given a questionnaire which included the reduced 50 item Service-Orientation scale. Additionally, self-evaluations of functional performance, technical performance, global performance and the full 24-item SOCO scale, were included to use in Pretests 2 and 3 of this first study.

## Results and Discussion

After collecting the surveys, the data were typed into Word Perfect and checked for accuracy. The data were transferred to the SPSS statistical package for analysis. Questionnaires with missing data were corrected with the mean substitution technique. The next step was to complete reliability analysis as described next.

## Reliability and Factor Analysis

Kaiser's measure of sampling adequacy indicated factor analysis can be performed as each variable is nearly perfectly predicted with an overall MSA = .95. The original 50 items Service Orientation scale had an internal consistency measure of

.97 using Cronbach's coefficient alpha. To purify the measures, items with an item-to-total correlation coefficient below .35 were eliminated (Churchill 1979). This reduced the total items to 47.

A principle component factor analysis with an OBLIMIN rotation was performed which originally identified six factors. The OBLIMIN rotation was selected due to the belief that the factors will be correlated. Items which were not adding to the explanatory power were removed (Churchill 1979). A second factor analysis was completed on the remaining 26 items which resulted in a five factor structure. Item SO20 — "I find satisfaction in knowing my customers by name," was removed due to the overlap in content with item SO18. SO18 — "I enjoy remembering my customers' names" had a factor loading of .91 while SO20 had a loading of .70. This reduction of one item leaves the total number of items at twenty-five.

The 25-item 5-factor structure had an internal consistency of .93 using Cronbach's coefficient alpha. Using the criteria that latent root (eigenvalues) greater than one indicate a factor, five factors were identified. The first factor has an eigenvalue of 10.76 and accounted for 43.1% of the variance; factor 2 had an eigenvalue of 2.64 and accounted for 10.6% of the variance; factor 3 had an eigenvalue of 1.42 with variance accounted for of 5.7%; factor 4 had an eigenvalue of 1.20 with 4.8% of the variance; and factor 5 had an eigenvalue of 1.04 and accounted for 4.2% the variance. The sixth factor had an eigenvalue of .831 which was below the 1.0 cutoff for a factor.

The five factors closely resemble the predicted factors (e.g., Pamper the Customer, Read the Customer, Responsiveness, Reliable Performance, and Personal

Relationship) with the exception of Responsive and Reliable Performance. (See Table 4-1 for breakdown of five facets). The Responsive items which loaded together in a single factor represent more of keeping the customer informed rather than responsiveness. Therefore, this author renamed the factor "Keeping the Customer Informed." The reliable items identify more of an ability to deliver service. This facet was therefore renamed "Ability to Deliver." As predicted the other three factors, Pamper the Customer, Read the Customer, and Personal Relationship were found. Together, five factors explain 64.5 percent of the variance. This completes the EFA on the service orientation scale. In summary, the service orientation scale was reduced to 25 items in five factors. This chapter will now address the two pretests on the three service performance outcomes and the SOCO scale.

# TABLE 4-1

## STUDY 1 — SCALE DEVELOPMENT
## (Principle Component — OBLIMIN ROTATION — 5 Facets)

| Item | Factor 1 Loading | Factor 2 Loading | Factor 3 Loading | Factor 4 Loading | Factor 5 Loading | Predicted Facet | New Facet Name/ Cronbach Alpha |
|---|---|---|---|---|---|---|---|
| SO03 - I am the kind of person who would try to pamper service customers. | .7914 | | | | | Pamper/ Special | Pamper/ Special |
| SO12 - I enjoy nurturing my service customers. | .7584 | | | | | Pamper/ Special | .9044 |
| SO23 - I feel gratified when I am patient with an obnoxious customer. | .7115 | | | | | Pamper/ Special | |
| SO06 - I take pleasure in making every customer feel like he/she is the only customer. | .6574 | | | | | Pamper/ Special | |
| SO22 - I take pleasure in treating upset customers courteously. | .6414 | | | | | Personal Relationship | |
| SO05 - Every customer's problem is important to me. | .5876 | | | | | Pamper/ Special | |
| SO11 - I take pleasure in getting customers to communicate their service needs. | .5398 | | | | | Pamper/ Special | |
| SO09 - I thrive on giving individual attention to each customer. | .5140 | | | | | Pamper/ Special | |
| SO37 - I naturally read the customer to identify his/her needs. | | .8071 | | | | Read the Customer | Read the Customer |

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# TABLE 4-1

## STUDY 1 — SCALE DEVELOPMENT
### (Principle Component — OBLIMIN ROTATION — 5 Facets)

| Item | Factor 1 Loading | Factor 2 Loading | Factor 3 Loading | Factor 4 Loading | Factor 5 Loading | Predicted Facet | New Facet Name/ Cronbach Alpha |
|---|---|---|---|---|---|---|---|
| SO35 - I generally know what service customers want before they ask. | | .8040 | | | | Read the Customer | .8493 |
| SO36 - I enjoy anticipating the needs of service customers. | | .7162 | | | | Read the Customer | |
| SO39 - I am inclined to read the service customer's body language to determine how much interaction to give. | | .6463 | | | | Read the Customer | |
| SO33 - Customers should not have to ask. I should anticipate their needs. | | .6972 | | | | Read the Customer | |
| SO40 - When a service delay has occurred, I find satisfaction in informing the customer. | | | .8477 | | | Responsive | Keeping the Customer Informed |
| SO43 - When the customer's needs cannot be met, I like to inform him/her. | | | .8446 | | | Responsive | .7823 |
| SO41 - If I can't solve the service customer's problem, I enjoy researching the problem. | | | .5763 | | | Responsive | |
| SO28 - I enjoy having the knowledge to answer customers' questions. | | | | -.8629 | | Reliable | Ability to Deliver |

# TABLE 4-1

## STUDY 1 — SCALE DEVELOPMENT
### (Principle Component — OBLIMIN ROTATION — 5 Facets)

| Item | Factor 1 Loading | Factor 2 Loading | Factor 3 Loading | Factor 4 Loading | Factor 5 Loading | Predicted Facet | New Facet Name/ Cronbach Alpha |
|---|---|---|---|---|---|---|---|
| SO29 - I enjoy delivering the intended services on time. | | | | -8486 | | Reliable | .9136 |
| SO30 - I find a great deal of satisfaction in completing tasks precisely for customers. | | | | -.7584 | | Reliable | |
| SO32 - I enjoy having the confidence to provide good service. | | | | -.7452 | | Reliable | |
| SO31 - The knowledge of how to service customers comes naturally for me. | | | | -.6081 | | Reliable | |
| SO08 - Making customers feel very comfortable with the service exchange is satisfying to me. | | | | -.5706 | | Pamper/ Special | |
| SO25 - I enjoy providing friendly service. | | | | -.5241 | | Personal Relationship | |
| SO18 - I enjoy remembering my customers' names. | | | | | .9114 | Personal Relationship | Personal Relationship |
| SO17 - I enjoy getting to know customers personally. | | | | | .6170 | Personal Relationship | .8147 |

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# PRETEST 2:  RESEARCH METHOD

## Functional, Technical, and Global Performance

To identify items to measure technical and functional aspects of service, the researcher was guided by the Grönroos (1985) definitions (i.e., technical performance is what the customer gets when the buyer-seller interactions are over and functional performance is how the end result is transformed during the buyer-seller interactions). In other words, technical performance is the outcome of the service, while functional performance is the process of how the service is performed.  A list of items was adapted from both Hartline and Ferrell (1996) and Parasuraman *et al.* (1988) to create the two scales.  Additionally, global measures of performance were created.  The original scales included nine functional performance items, six technical performance and seven global performance items.  Five service marketing academicians reviewed the definitions by Grönroos (1985) along with the items to test for face validity.  Items which did not match the definitions were eliminated leaving four items in each scale.  Data were collected with the same respondents used to complete the service orientation scale.

## Participants

The same 268 contact service employees completed the functional, technical, global performance, and organizational citizenship behavior scales at the same time as completing the service orientation scale.

## Results and Discussion

Results of a principle component factor analysis with an OBLIMIN rotation revealed the three distinct constructs: technical, functional, and global. One item TQ1 — "I provide services at the time it is promised" — was predicted to load on technical quality. However, the item cross-loaded on both functional and technical performance and was therefore eliminated. After removing the item, from the factor analysis all items loaded as predicted. See Table 4-2 for loadings of the three scales. Cronbach's coefficient alpha reveals the three scales had good reliability: Functional Performance = .91; Technical Performance = .85; Global Performance = .88.

In summary, the three scales of service performance were found to be separate constructs using exploratory factor analysis. The scales will be used to test the full model of service orientation in Chapter V where the scales will be subjected to confirmatory factor analysis. The next section discusses the EFA completed on the SOCO scale.

# TABLE 4-2

## STUDY 1 - SCALE PRETESTS ON OUTCOME VARIABLES
### (Principle Component - OBLIMIN ROTATION - 5 Facets)

| Predicted Facet | Item | Factor 1 Loading | Factor 2 Loading | Factor 3 Loading |
|---|---|---|---|---|
| Functional | **FP5** - I am polite to customers. | .8776 | | |
| Functional | **FP1** - I provide courteous service to customers. | .8660 | | |
| Functional | **FP2** - I resolve customer complaints or service problems in an efficient manner. | .8470 | | |
| Functional | **FP4** - When a customer has problems, I am sympathetic and reassuring. | .8233 | | |
| Global | **GP2** - others rate my service performance as admirable. | | .8670 | |
| Global | **GP1** - Overall, my service performance is outstanding. | | .8459 | |
| Global | **GP4** - My service performance is better than other service providers. | | .7979 | |
| Global | **GP3** - Generally, customers rate my service performance as exceptional. | | .7861 | |
| Technical | **TP2** - I keep accurate records. | | | .8535 |
| Technical | **TP5** - When I promise to do things by a certain time, I do. | | | .7540 |
| Technical | **TP6** - I complete service tasks correctly. | | | .4535 |

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# PRETEST 3: RESEARCH METHOD

## SOCO Scale

When testing the full model of service orientation in Chapter V, discriminant validity of the service orientation scale will be assessed in relation to the Saxe and Weitz (1982) SOCO scale. The SOCO scale is a 24-item scale used to measure a person's selling orientation and customer orientation. In the main study of this dissertation, subjects will be requested to compete a 53-item personality scale, 95 items evaluating several performance and attitudes and the SOCO scale. To keep the number of items from getting too large, the 268 respondents in this first study completed the full 24-item SOCO scale at the same time they completed the service orientation and service performance scales. EFA was then completed on the SOCO items. The goal is to select the best five items from each dimension of SOCO to use in the main studies.

## Results and Discussion

The SOCO scale is composed of 12 positively worded items and 12 negatively worded items. Prior to performing EFA, the 12 negatively worded items were reverse scored, although it was predicted that the 12 items would load together as found by Saxe and Weitz (1982).

The data were subjected to principle components factor analysis with oblique rotation. Using the criteria that all factors with latent roots (eigenvalues) less than 1 are considered insignificant, two factors were deemed appropriate for this data. Factor 1 had an eigenvalue of 10.48 and accounted for 43.7% of the variance; factor 2 had an

eigenvalue of 4.87 and accounted for 20.3% of the variance. Therefore the two factors accounted for 64% of the variance. A last means of determining the number of factors is to look at the scree plot. Hair *et al.* (1995) recommend that the point at which the curve begins to straighten out is considered the maximum number of factors. In this case, the line begins to straighten at two factors. Therefore, two factors were deemed appropriate for these data.

The researcher then selected the top five items with the highest factor loadings from each of the two dimensions. These ten items will be used in the main studies of the dissertation. Reliability analysis was completed on the two dimensions using Cronbach's coefficient alpha. Reliability for the customer orientation dimension and selling orientation both were strong standing at .93 each. (See Table 4-3 for items and loadings). Correlation analysis between the short version of each dimension and the full 12 item dimensions indicate strong relationships. The correlation between the 5-item customer orientation scale and the full 12 item customer orientation dimension stood at .95 (p < .001), while the correlation between the 5-item selling orientation and the full 12-item selling orientation scale stood at .96 (p < .001)

# TABLE 4-3

## STUDY 1 - SCALE PRETESTS ON SOCO SCALE
### (Principle Component - OBLIMIN ROTATION - 5 Facets)

| Item | Factor 1 Loading | Factor 2 Loading |
|---|---|---|
| I keep alert of weaknesses in a customer's personality so I can put pressure on him/her to buy. | .8782 | |
| If I am not sure a product is right for a customer, I will still apply pressure to get him/her to buy. | .8696 | |
| I decide what products to offer on the basis of what I can convince customers to buy, not on the basis of what will satisfy them in the long run. | .8633 | |
| I spend more time trying to persuade a customer to buy then I do trying to discover his/her needs. | .8357 | |
| It is necessary to stretch the truth in describing a product to a customer. | .8268 | |
| I try to help customers achieve their goals. | | .9008 |
| I try to achieve my goals by satisfying customers. | | .8978 |
| I try to bring a customer with a problem together with a product that helps him/her solve the problem. | | .8605 |
| I try to get customers to discuss their needs with me. | | .8396 |
| I try to find out what kind of product would be most helpful to a customer. | | .8246 |

## SUMMARY

This chapter presented three pretests on five different scales. The first pretest reduced the original ninety-eight service orientation items to twenty-five items in five predicted dimensions using EFA. The following dimensions were found: Pamper the Customer, Read the Customer, Keeping the Customer Informed, Ability to Deliver, and Personal Relationship.

In the second pretest, three performance scales were tested. The scales, adapted from previously developed scales, were predicted to load into three scales: functional performance, technical performance, and global performance. EFA demonstrated each item loaded on the predicted scale.

In the final pretest of this first study, the full SOCO (Saxe and Weitz 1982) was tested to determine the strongest loading items. The five best items from each of two dimensions were selected to be used in Studies 2 and 3 of Chapter V. Overall, pretests 1-3 were successful. The service orientation scale was reduced to a manageable number of twenty-five, the 12-item outcome measures (functional, technical, and global) loaded into the correct scale. Finally, the SOCO scale was reduced to accommodate a long instrument for the major studies.

# CHAPTER V

## STUDIES 2 AND 3

## SERVICE ORIENTATION SCALE REFINEMENT
## AND TESTING IN A RESTAURANT AND BANK SETTING

One goal of this dissertation is to develop a scale to evaluate contact employee's service orientation. The purpose of this chapter is to test the service orientation scale that was originally tested and refined with exploratory factor analysis in Chapter IV. As predicted, five factors were found in the scale using exploratory factor analysis. To test if the five factors hold under confirmatory factor analysis, a new sample was collected for this chapter.

The organization of this chapter is as follows: First, the sample for this second study is discussed. Second, each of the five dimensions of the service orientation scale will be tested independently with confirmatory factor analysis. Third, all five dimensions of the service orientation scale will be evaluated together for overall model fit using CFA. The scale will be tested for predictive, nomological, convergent, and discriminant validity. This will be followed by an evaluation of the reliability of the personality scale used for this study. Next, confirmatory factor analysis will then be performed on the outcome variables of the model. The full model, which includes personality traits, service orientation, and the outcome variables (i.e., functional performance, technical performance, global performance), will be tested with structural equation modeling. The model will be tested for fit and significant path coefficients. Finally, the second sample will be presented and tested.

## THE SAMPLE

As discussed in Chapter III, two samples are being collected to test the service orientation model. The sample for Study 2 was composed of contact employees from a fine dining steak restaurant. The second sample was used to retest the model in a bank setting.

The two samples were chosen to test the external validity of the scale. The two samples represent different sectors of the service industry. In several classification schemes, restaurants and banks fit into separate categories. First, in the nature of the service act, restaurants provide tangible actions, while banks provides intangible actions (Lovelock 1983). Research has shown that some surrogates for service performance (e.g., customer's tipping behavior) are affected by aspects out of the service providers control (Harris 1995). A customer may be satisfied with the contact employee's performance, but if the food is poor the customer may downgrade the contact employee's performance. By testing the model in both a tangible and intangible service setting, generalizations can be made to other samples based on the context. Furthermore, the two settings are different in the category of relationship with the customer. Banks tend to have a membership relationship with customers while restaurants tend to have no formal relationship with the customer (Lovelock 1983). If the service orientation scale works in both service settings, the external validity will be improved.

The restaurant sample came from a chain in the Midwestern United States. The researcher selected this restaurant chain after researching a number of restaurants. This chain best fit the needs of this study due to size and employee profile. The

restaurant chain includes twelve stores with more than four hundred total contact employees. Additionally, the contact employees include both career and part-time servers. Most other restaurant chains considered for this study utilized non-career employees. To be considered a contact employee, respondents' roles required them to interact with customers. Support for this requirement was found in a question about percentage of tip income. Sixty-nine percent of respondents earn more than 60% of their income from tips. Furthermore, 76% of the respondents were in contact with customer over 50% of their work time.

**Procedure**

The researcher provided each of the twelve restaurant locations with employee and supervisor surveys. (See Appendix C and D for employee and supervisor questionnaires). To select respondents an employee list was generated by the restaurant headquarters. Due to the time requirements to complete the surveys, the restaurant did not want to survey all employees. Therefore, a goal of 240 respondents was agreed upon. To spread out the data collection among the twelve locations, the researcher randomly selected twenty respondents from each location. The employees completed questionnaires evaluating their service orientation, personality traits, and demographics.

The selected employees were asked to complete the survey, and then given work time to do so. The employee returned the survey to a manager in a sealed envelop addressed to the researcher. To control for common method variance, supervisors completed evaluations of work performance on the employee. The

supervisor evaluated the employee on functional, technical and global performance and organizational citizenship behavior. Once the surveys were completed, they were mailed directly to the researcher. To match the employee and supervisor questionnaires and to maintain the employee's anonymity the last six digits of the employee's social security numbers were used on both employee and supervisor questionnaires.

The researcher received 223 employee and supervisor matched questionnaires for a response rate of 93%. The researcher attributed the high response rate to giving the employees company time to complete the instrument.

From that original number, eight questionnaires were eliminated due to incomplete responses. The researcher determined that another three questionnaires should be eliminated due to possible response bias. Specifically, the respondents completed entire scales with one continuous circle rather than checking each item individually. This left a total sample of 212 for this study: 142 females (67.3%), and 70 males (32.7%). This sample size is well within recommendations proposed by Hair *et al.* (1995). The data were typed into Word Perfect and checked for accuracy. The data were transferred into SPSS statistical package for analysis. Questionnaires with missing data were corrected using the mean substitution technique. Once the data were deemed acceptable, each of the five factors was evaluated for reliability and fit as discussed next.

# SERVICE ORIENTATION (SO) SCALE

Using the scale development procedures recommended by Churchill (1979), the service orientation scale was developed in Chapter IV. This was followed by an exploratory factor analysis which supported the existence of the five dimensions of service orientation: Pamper, Read the Customer, Ability to Deliver, Keeping the Customer Informed, and Personal Relationship. (Note: The Pamper dimension is similar to Empathy discussed in Chapter II.) One goal of this dissertation is to create a concise scale with a limited number of items. To determine the best items to keep in each dimension, the next section discusses the results of reliability analysis and CFA on each of the five dimensions separately.

## Scale Development — "Pamper" Facet

To evaluate the items in each dimension of the service orientation scale, the first procedure used was Cronbach's coefficient alpha using SPSS followed by CFA using AMOS 3.6. The first facet, "Pamper," included the following eight items: 1) I am the kind of person who would try to pamper service customers; 2) I enjoy nurturing my service customers; 3) I feel gratified when I am patient with an obnoxious customer; 4) I take pleasure in making every customer feel like he/she is the only customer; 5) I take pleasure in treating upset customers courteously; 6) Every customer's problem is important to me; 7) I take pleasure in getting customers to communicate their service needs; and 8) I thrive on giving individual attention to each customer. Overall, the facet shows strong reliability with a Cronbach's coefficient alpha at .92. Table 5-1 shows the Cronbach's alpha if the individual items are deleted from the factor.

## TABLE 5-1

### "PAMPER" FACET OF SERVICE ORIENTATION SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| SO1 | I am the kind of person who would try to pamper service customers. | .9176 | .7183 |
| SO2 | I enjoy nurturing my service customers. | .9090 | .8263 |
| SO3 | I feel gratified when I am patient with an obnoxious customer. | .9258 | .6301 |
| SO4 | I take pleasure in making every customer feel like he/she is the only customer. | .9107 | .8142 |
| SO5 | I take pleasure in treating upset customers courteously. | .9173 | .7154 |
| SO6 | Every customer's problem is important to me. | .9138 | .7610 |
| SO7 | I take pleasure in getting customers to communicate their service needs. | .9109 | .7994 |
| SO8 | I thrive on giving individual attention to each customer. | .9142 | .7541 |

The item-total correlation values in Table 5-1 demonstrate SO3 shares less correlation with the overall pamper dimension than any other item. Overall, SO3 performs relatively more poorly on Cronbach's coefficient alpha, and item-total correlation. Furthermore, from a conceptual basis the item's reference to being "patient with an obnoxious customer" appears to be different than the other items in the dimension. Due to both the conceptual and empirical findings, item SO3 was removed from the pamper dimension. Two other items, SO1 and SO5, share the lowest corrected item-total correlation with the other items. These two items do not appear to add significantly to the overall scale. As stated above, a goal of this dissertation is to

create a concise scale with a manageable number of items. Therefore, items SO1 and SO5 are also being removed from the scale.

The CFA model tested included a single latent variable with five observable variables. The CFA on the new reduced facet gave a maximum likelihood ratio of $\chi^2$ = 12.87 (df = 5, p = .025). Other goodness of fit measures provide evidence of good overall model fit; GFI = .98; AGFI = .93; CFI = .99; TLI = .98. The dimension has strong reliability as demonstrated by the composite reliability (CR) of .88. This exceeds the recommendation by Hair *et al.* (1995) of .70 for a composite reliability. Additionally, the average variance extracted, which measures the amount of variance captured in the items by the underlying factor in relation to the amount of variance due to random measurement error (Netemeyer *et al.* 1990), is above the recommendation of .50 level standing at .60 (Fornell and Larcker 1981; Hair *et al.* 1995). The factor loadings for the seven indicators are all strong ranging from .76 to .87, while the associated t-values for the loadings indicate each item significantly relates to the Pamper factor at the .05 level. Finally, the analysis of the squared multiple correlations, (shared variance with the construct), showed all items were above the .50 cutoff, ranging from .59 for item SO6 to a high of .76 for items SO7. In summary, the "pamper" facet appears to have reliability and validity as supported by CFA.

## Scale Development — "Read the Customer" Facet

The second factor, titled "Read the Customer," includes the following five items: (1) I naturally read the customer to identify his/her needs, (2) I generally know

what service customers want before they ask, (3) I enjoy anticipating the needs of service customers, (4) I am inclined to read the service customer's body language to determine how much interaction to give, and (5) Customers should not have to ask. I should anticipate their needs. Cronbach's coefficient alpha is strong for this factor at .87. Table 5-2 displays the change in coefficient alpha if an individual item is removed and the corrected item-total correlations.

## TABLE 5-2

## "READ THE CUSTOMER" FACET OF SERVICE ORIENTATION SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| SO9 | I naturally read the customer to identify his/her needs. | .8531 | .6782 |
| SO10 | I generally know what services customers want before they ask. | .8361 | .7481 |
| SO11 | I enjoy anticipating the needs of service customers. | .8244 | .7973 |
| SO12 | I am inclined to read the service customer's body language to determine how much interaction to give. | .8451 | .7121 |
| SO13 | Customers should not have to ask. I should anticipate their needs. | .8767 | .5913 |

The model of a single latent variable with four observable variables gave a maximum likelihood ratio of $\chi^2 = 13.38$ (df = 2, p = .001). Other fit indexes (GFI = .97; AGFI = .86; CFI = .97; TLI = .92) demonstrate that this factor (model) has acceptable overall fit. The composite reliability exceeds the recommended .70 level suggested by Hair *et al.* (1995) standing at .89. Additionally, the average variance

extracted is above the Hair *et al.* (1995) recommended level of .50 standing at .68. Factor loadings were strong for the items with t-values above the critical value for the .05 significance level. Finally, the analysis of squared multiple correlations, which indicates the shared variance with the construct, shows all items are above .50. In summary, the items in the read factor appear to strongly relate together as confirmed by CFA.

**Scale Development — "Ability to Deliver" Facet**

A third factor called "ability to deliver" includes the following seven items: (1) I enjoy having the knowledge to answer customers' questions, (2) I enjoy delivering the intended services on time, (3) I find a great deal of satisfaction in completing tasks precisely for customers, (4) I enjoy having the confidence to provide good service, (5) The knowledge of how to serve customers comes naturally for me, (6) Making customers feel very comfortable with the service exchange is satisfying to me, and (7) I enjoy providing friendly service. Cronbach's coefficient alpha is strong standing at .94. As demonstrated in Table 5-3 the coefficient alpha is strong without removing any items. However, from a conceptual basis, items SO23, SO17 and SO21 appear to be different than the other items. While the corrected item-total correlations suggest each item is strongly related to the ability to deliver construct, one goal of this dissertation is to create a concise scale with a limited number of items. Consequently, the best items were kept and items SO23, SO17, and SO21 were removed from the scale.

## TABLE 5-3

## "ABILITY TO DELIVER" FACET OF SERVICE ORIENTATION SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| SO17 | I enjoy having the knowledge to answer customers' questions | .9311 | .7746 |
| SO18 | I enjoy delivering the intended services on time | .9194 | .8881 |
| SO19 | I find a great deal of satisfaction in completing tasks precisely for customers | .9252 | .8252 |
| SO20 | I enjoy having the confidence to provide good service | .9281 | .8071 |
| SO21 | The knowledge of how to serve customers comes naturally for me | .9343 | .7259 |
| SO22 | Making customers feel very comfortable with the service exchange is satisfying to me | .9247 | .8285 |
| SO23 | I enjoy providing friendly service | .9313 | .7564 |

CFA performed on the remaining items, (SO18, SO19, SO20, and SO22) gave a maximum likelihood ratio of $\chi^2 = 14.31$ (df = 2, P = .001). Other fit indexes are strong; GFI = .97; AGFI = .85; CFI = .98; TLI = .94. Composite reliability indicates that the items depict the latent construct strongly standing at .91, while the average variance extracted is good at .72.

Factor loadings are all strong ranging from .79 for item SO22 to .91 for SO18. T-values are all significant indicating the items are related to the ability to deliver factor. Finally, the squared multiple correlations range from a low of .62 for SO22 to a high of .83 for SO18. Overall, the items in the ability to deliver facet appear to be measuring the same latent construct.

## Scale Development — "Keeping the Customer Informed" Facet

The "keeping informed" facet includes the following three items: (1) When a service delay has occurred, I find satisfaction in informing the customer; (2) When the customer's needs cannot be met, I like to inform him/her; and (3) If I can't solve the service customer's problem, I enjoy researching the problem. Cronbach's coefficient alpha stood at .78. Table 5-4 demonstrates that alpha increases to .82 when the item SO16 is removed, while SO16 shares the least correlation with the entire scale as demonstrated by the corrected item-total correlation. Additionally, from a conceptual basis, SO16 appears to be measuring something different than the other two scale items. SO16 appears to measure some type of problems solving for the customer, while the other two items deal with informing the customer about a service failure. For these reasons, SO16 was removed from the scale. Reliability between the remaining two items SO14 and SO15 was assessed with correlation analysis. The correlation was satisfactory standing at .70.

Due to only two indicators for keeping informed, this factor has negative degrees of freedom. Consequently, fit indexes are not available at this time. This problem will be eliminated once the entire scale is tested using CFA.

TABLE 5-4

**"KEEPING THE CUSTOMER INFORMED" FACET OF SERVICE
ORIENTATION SCALE**

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| SO14 | When a service delay has occurred, I find satisfaction in informing the customer | .6368 | .6652 |
| SO15 | When the customer's needs cannot be met, I like to inform him/her | .5963 | .6982 |
| SO16 | If I can't solve the service customer's problem, I enjoy researching the problem. | .8182 | .4909 |

### Scale Development — "Personal Relationship"

The last factor includes two items: (1) "I enjoy remembering my customer's names" and (2) "I enjoy getting to know my customers personally." Reliability was tested with correlation analysis between the two items. Correlation between the items stood at r = .74 for the index. CFA cannot be completed on this index because this model cannot be identified with only two indicators.

### CFA — Entire Service Orientation Scale

The next step is to run confirmatory factor analysis correlating the five latent variables together. The model included 17 observed variables and the five latent variables. (See Table 5-5 for entire service orientation scale and Figure 5-1 for model). The overall model fit appears good as indicated by the following fit indexes: $\chi^2 =$ 230.59 (df = 109, p = 0.01), CFI = .95; TLI = .94; RMSEA = 0.07. Factor inter-correlations demonstrated that all factors are strongly related with the exception of

# TABLE 5-5

## FINAL SERVICE ORIENTATION SCALE ITEMS

| Variable Code | Item | Facet |
|---|---|---|
| SO2 | I enjoy nurturing my service customers. | Pamper - 31 |
| SO4 | I take pleasure in making every customer feel like he/she is the only customer. | Pamper - 31 |
| SO6 | Every customer's problem is important to me. | Pamper - 31 |
| SO7 | I take pleasure in getting customers to communicate their service needs. | Pamper - 31 |
| SO8 | I thrive on giving individual attention to each customer. | Pamper - 31 |
| SO9 | I naturally read the customer to identify his/her needs. | Read - 32 |
| SO10 | I generally know what services customers want before they ask. | Read - 32 |
| SO11 | I enjoy anticipating the needs of service customers. | Read - 32 |
| SO12 | I am inclined to read the service customer's body language to determine how much interaction to give. | Read - 32 |
| SO18 | I enjoy delivering the intended services on time. | Ability - 33 |
| SO19 | I find a great deal of satisfaction in completing tasks precisely for customers. | Ability - 33 |
| SO20 | I enjoy having the confidence to provide good service. | Ability - 33 |
| SO22 | Making customers feel very comfortable with the service exchange is satisfying to me. | Ability - 33 |
| SO14 | When a service delay has occurred, I find satisfaction in informing the customer. | Keeping Informed - 34 |
| SO15 | When the customer's needs cannot be met, I like to inform him/her. | Keeping Informed - 34 |
| SO24 | I enjoy remembering my customer's names. | Personal Relationship - 10 |
| SO25 | I enjoy getting to know my customers personally. | Personal Relationship - 10 |

"Keep Informed." (See Figure 5-1 and Table 5-6 for factor intercorrelations). All factor loadings are acceptable as indicated in the standardized factor loadings ranging from .75 to .92. The t-values for the factor loadings were all significant with a range of 6.72 to 17.17. This finding demonstrates support for the convergent validity of the observable items in each facet (Anderson and Gerbing 1988). Furthermore, the strong factor intercorrelations suggests all five facets are part of the same underlying construct.

## FIGURE 5-1

## CFA — ENTIRE SERVICE ORIENTATION SCALE
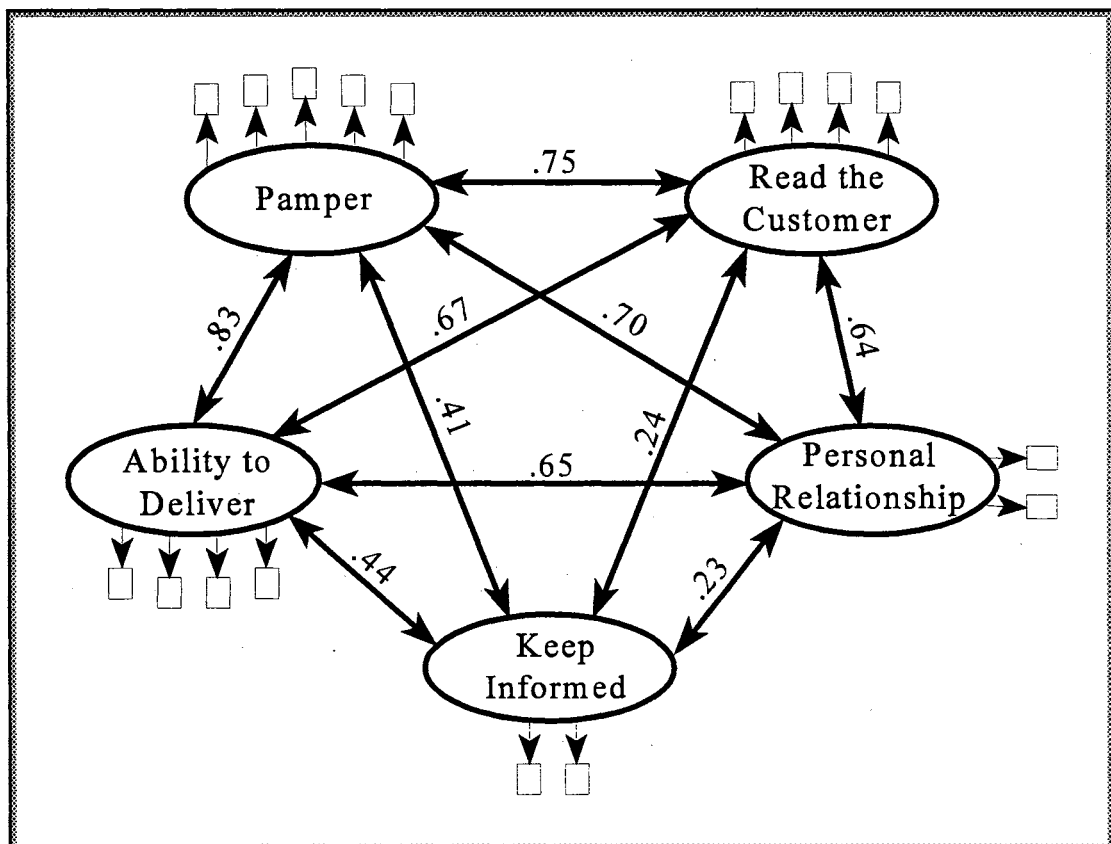
## TABLE 5-6

## FACTOR INTERCORRELATIONS

| Facet | M | SD | Pamper | Read Customer | Ability to Deliver | Keep Informed |
|-------|-----|-----|--------|---------------|--------------------|---------------|
| Facet 1 - Pamper | 39.0 | 7.4 | -- | | | |
| Facet 2 - Read the Customer | 21.6 | 4.4 | .75 | -- | | |
| Facet 3 - Ability to Deliver | 9.9 | 3.1 | .83 | .67 | -- | |
| Facet 4 - Keeping Informed | 42.6 | 6.7 | .41 | .24 | .44 | -- |
| Facet 5 - Personal Relationship | 11.2 | 2.6 | .70 | .64 | .65 | .23 |

The next test was to run a one-factor solution. The model included five observed variables. Each observed variable was a summed score of one facet. All factor loadings were significant with standardized regression weights ranging from .38 for facet "Keep Informed" to a high of .90 for the "Pamper" facet. The overall model fit indicated the following fit indices: $\chi^2$ = 7.78 (df = 5, p = 0.17), CFI = .99; TLI = .99; RMSEA = 0.05.

In summary, the facets were confirmed with minimal changes made to the scales. Each facet taps into a different aspect of the service orientation construct. Now that the goal of developing a measurement of service orientation has been completed, the objective has shifted toward testing the scale. Consequently, the individual items of the scale will no longer be used, but rather the summed scale scores of the five facets. The next section will use these scale scores to test for discriminant validity.

## Discriminant Validity

A good scale demonstrates discriminant validity with measures which it should differ (Peter 1981). Service orientation was tested against seven other scales for discriminant validity. Discriminant validity was assessed using a $\chi^2$ difference test of the measurement model.

Using the measurement model of SEM the two models compared were (1) a model with two latent constructs and (2) a single latent construct with all indicators attached. Five different scales (see Table 5-7) were tested against the service orientation scale. The first scale used was the Saxe and Weitz (1982) SOCO scale. As indicated in Chapter IV, only ten items from the SOCO scale were collected. These items had the highest loadings in the exploratory study. Five items came from the selling orientation dimension and five items from the customer orientation dimension. Cronbach's coefficient alpha stood at .81 which compares well with the results found by Saxe and Weitz (1982) at $\alpha = .86$.

The first model tested included two latent constructs: one with 10 observed variables (the SOCO items) and a latent construct with 5 observed variables (the five facets of service orientation). The second model included one latent variable with 15 observed variables (10 items from the SOCO scale and the 5-scale scores of service orientation). The large $\chi^2$ difference of 144.17 (df = 1, p < .001) provided evidence of discriminant validity between service orientation and SOCO (Selling Orientation-Customer Orientation). See Table 5-7 for entire results.

## TABLE 5-7

### DISCRIMINANT VALIDITY TESTS
### STUDY 2 AMARILLO GRILL
(Scales Tested Against 5 Item Service Orientation Scale)

| Scale | α | $\chi^2$ Difference | df | significance |
|---|---|---|---|---|
| SOCO - 5 items customer orientation and 5 items selling orientation | .81 | 144.17 | 1 | .001 |
| SOCO - 5 items selling orientation | .82 | 329.74 | 1 | .001 |
| SOCO - 5 items customer orientation | .89 | 147.12 | 1 | .001 |
| Social Desirability - 4 items | .75 | 168.76 | 1 | .001 |
| Mood - 4 items | .95 | 353.7 | 1 | .001 |

The next step involved was a comparison of the service orientation scale to the two separate dimensions of SOCO. Testing service orientation against the selling orientation dimension of SOCO included (1) a model with two latent variables with 5 observed variables each versus (2) a model with one latent variable and a total of 10 observed variables. The difference test gave a $\chi^2$ of 329.74 (df = 1, p < .001), providing evidence of discriminant validity. Service orientation was then tested against the customer-orientation of SOCO. While it could be argued that service orientation and customer orientation are almost the same construct, conceptually SOCO is taken from a selling perspective. The customer orientation dimension measures the employee's ability to help customers reach their goals in a selling situation. Service orientation measures the dispositional tendency to enjoy serving others. Selling to help customers reach goals and serving others are different constructs. The models tested included (1) a model with two latent variables with 5 observed variables each versus

(2) a model with one latent variable and a total of 10 observed variables. The $\chi^2$ difference test of 147.12 (df = 1, p < .001) supports the argument that the two constructs are different.

The next test of discriminant validity was between service orientation and social desirability. It is noted that some degree of overlap between the two constructs is expected and desired. A person who is service oriented enjoys serving others. A desire to please others is conceptually similar to social desirability. However, the two constructs are different due to the situation setting of service orientation.

Strahan and Gerbasi's (1972) short version of the Crowne and Marlowe (1960) scale gave the authors a Kuder-Richardson 20 reliability of .70. The Strahan and Gerbasi (1972) scale originally included seven items. However, in using the scale for this study, three items did not have strong reliability with the other four items in the scale. To improve the reliability of the scale, three items were removed. Furthermore, this author altered Strahan and Gerbasi (1972) dichotomous scale to a six point scale for this dissertation which resulted in a Cronbach's coefficient alpha of .75. The first model compared included two latent variables. The latent variable social desirability included 4 observed variables and the other latent variable included the five scale scored facets of service orientation. The second model compared included one latent variable with nine observed variables (five scale scored service orientation items and the four social desirability items). Testing the discriminant validity of service orientation with the social desirability scale gave a $\chi^2$ of 168.76 (df = 1, p < .001), which supports the difference between the scales. Therefore, service orientation is different than social desirability.

The last scale used to test discriminant validity was the Allen and Janiszewski (1989) mood scale. The authors originally found a reliability of .72 which compares to the Cronbach's coefficient alpha found in this study of .95. The $\chi^2$ difference test of 353.7 (df $=$ 1, p $<$ .001) supports the contention that service orientation is different than an employee's mood state. (See Table 5-7 for all discriminant validity results). In summary, service orientation was found to be different than an employee's selling orientation, customer orientation, social desirability and mood state. The next section will evaluate the antecedents of service orientation: personality traits.

**Personality Traits**

The personality scales used were taken from Saucier (1994) and later refined by Mowen (*In Press*). Before testing the full model of personality traits, service orientation and outcome variables the researcher tested the personality traits using reliability analysis.

**Extraversion**

The four item extraversion scale actually measures a person's introversion. Therefore, lower scores on the scale relate to an extraverted personality. Table 5-8 demonstrates the reliability and corrected item-total correlation for the extraversion scale. The overall alpha stood at .89. The alpha if item deleted information and the corrected item-total correlation indicate that item EX1 performs the poorest. All other items appear to be good indicators of the extraversion construct.

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## TABLE 5-8

### EXTRAVERSION (INTROVERSION) PERSONALITY SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| EX1 | Feel uncomfortable in a group of people. | .9011 | .6397 |
| EX2 | Feel bashful more than others. | .8349 | .8201 |
| EX3 | Quiet when with people. | .8490 | .7846 |
| EX4 | Shy. | .8450 | .7655 |

**Agreeability**

Table 5-9 shows the reliability analysis on the agreeability dimension of the personality scale. The overall scale has acceptable reliability at .82. Two items may need to be removed, Agree1 and Agree2, due to the improvement in coefficient alpha if they are removed and their low correlation with the total scale. Since these personality scale were previously developed, all items will be maintained until the entire model is tested in SEM.

**Stability**

The stability scale was composed of six items. Each item was written in the negative direction indicating that higher scores on the scale relate to higher levels of instability. The stability scale has an overall reliability of .92. All items appear to be good measures of the construct due to relatively stable values found in alpha if item deleted. However, STAB4 raises concern due to its low correlation with the total standing at .64 (see Table 5-10).

## TABLE 5-9

### AGREEABILITY PERSONALITY SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| AGREE1 | Rude with others. | .8420 | .3509 |
| AGREE2 | Harsh when others make a mistake. | .8399 | .3458 |
| AGREE3 | Tender hearted with others. | .7699 | .6987 |
| AGREE4 | Sympathetic. | .7599 | .7471 |
| AGREE5 | Charitable to others. | .7612 | .7553 |
| AGREE6 | Softhearted. | .7771 | .6693 |

## TABLE 5-10

### STABILITY PERSONALITY SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| STAB1 | Moody more than others. | .9069 | .7489 |
| STAB2 | Temperamental. | .8984 | .8109 |
| STAB3 | Touchy. | .8957 | .8286 |
| STAB4 | Envious. | .9203 | .6422 |
| STAB5 | Emotions go way up and down. | .9017 | .7883 |
| STAB6 | Testy more than others. | .9002 | .7976 |

## Conscientiousness

The researcher had some concerns about the conscientiousness scale. While the overall coefficient alpha stands at .80, dropping CONS1 will improve the reliability to .83. Furthermore, CONS1 has a low correlation with the total (see Table 5-11).

### TABLE 5-11

### CONSCIENTIOUSNESS PERSONALITY SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| CONS1 | Careless. | .8273 | .3558 |
| CONS2 | Precise. | .7621 | .5767 |
| CONS3 | Efficient. | .7585 | .5913 |
| CONS4 | Organized. | .7126 | .7187 |
| CONS5 | Orderly. | .7266 | .6847 |

## Openness to Experience

The overall openness to experience scale reliability stood at .87. Dropping any single item will not change coefficient alpha considerably. OPEN5 also has the lowest correlation with the total as seen in Table 5-12. However, dropping OPEN5 drops the reliability to .86.

Once the Cronbach's coefficient alpha analysis wa completed, CFA was completed on all five personality traits together. While the researcher was using established personality scales, CFA was completed to verify the fit. Five latent constructs with the a total of 22 observed variables were correlated together. The maximum likelihood ratio $\chi^2$ value stood at 892.97 (df = 289, p = .00). Other fit

# TABLE 5-12

## OPENNESS TO EXPERIENCE PERSONALITY SCALE

| Variable Code | Item | Alpha If Item Deleted | Corrected Item-Total Correlation |
|---|---|---|---|
| OPEN1 | Frequently feel highly creative. | .8409 | .7052 |
| OPEN2 | Imaginative. | .8248 | .7697 |
| OPEN3 | Appreciate art. | .8521 | .6775 |
| OPEN4 | Find novel solutions. | .8410 | .7148 |
| OPEN5 | More original than others. | .8569 | .6376 |

indexes (CFI = .83, TLI = .81, RMSEA = .10) suggest model trimming may be necessary to improve the overall model fit to acceptable levels. To determine which items to remove from the model the researcher evaluated the squared multiple correlations (i.e., shared variance with construct). Three items from the conscientiousness scale (Cons1 = .14 and Cons2 = .26 and Cons3 = .25), as well as two items from the agreeability scale (Agree1 = .06, Agree2 = .05), were well below the .5 standard for SMCs. It should also be noted that these five items contributed poorly in the reliability analysis completed above.

A third test was used to evaluate poor items. The standardized residual covariance scores were evaluated to identify items that were cross loading. It was determined that both the agreeability and conscientiousness items that had poor SMC scores were cross loading on numerous factors. Consequently, it was determined to remove the five items from the model. CFA was completed again after removing the five items. The results show an improvement in overall model fit: maximum

likelihood ratio $\chi^2$ = 442.81 (df = 179, p = 0.01), CFI = .91, TLI = .90, RMSEA = .08. See Table 5-13 for factor intercorrelations of the personality traits.

## TABLE 5-13

## FACTOR INTERCORRELATIONS OF THE PERSONALITY SCALES

|  | Agreeability | Openness | Stability | Conscientiousness |
|---|---|---|---|---|
| **Extraversion** | .14 | .15 | -.31 | .29 |
| **Agreeability** |  | .18 | -.11 | .20 |
| **Openness** |  |  | -.05 | .28 |
| **Stability** |  |  |  | -.18 |

Two other items were identified to have poor SMC and standardized residual covariance scores. These same items — EX1, OPEN3 — were previously identified for their low item-total correlation in the reliability analysis. Consequently, the items EX1, OPEN3 were also removed and CFA completed again. Additionally, OPEN4 was removed due to the poor performance on standardized residual covariance. The results show a better fitting model: maximum likelihood ratio $\chi^2$ = 264.87 (df = 125, p = 0.01), CFI = .95, TLI = .93 and RMSEA = .07. These revised personality scales will be used later to test the full model. Table 5-14 shows the items retained and their factor loadings. Upon completing this second CFA of the personality traits, a CFA was completed on the outcome variables. The next section will discuss the CFA on the outcome variables in the model before testing the structural model.

# TABLE 5-14

## REVISED PERSONALITY SCALES

| Variable Code | Item | Factor Loading |
|---|---|---|
| Ex2 | Feel bashful more than others. | .867 |
| Ex3 | Quiet when with people. | .843 |
| Ex4 | Shy. | .891 |
| Agree3 | Tender hearted with others. | .820 |
| Agree4 | Sympathetic. | .872 |
| Agree5 | Charitable to others. | .921 |
| Agree6 | Softhearted. | .781 |
| Open1 | Frequently feel highly creative. | .908 |
| Open2 | Imaginative. | .898 |
| Open5 | More original than others. | .612 |
| Stab1 | Moody more than others. | .799 |
| Stab2 | Temperamental. | .851 |
| Stab3 | Touchy. | .870 |
| Stab4 | Envious. | .677 |
| Stab5 | Emotions go way up and down. | .817 |
| Stab6 | Testy more than others. | .841 |
| Cons4 | Organized. | .939 |
| Cons5 | Orderly. | .908 |

# CFA ON OUTCOME VARIABLES

Before testing the full model, CFA was completed on the four outcome variables at once to make sure the items do not measure the same construct. CFA was completed on Organizational Citizenship Behavior, as well as Technical, Functional, and Global Service Performance.

The measurement model included four latent variables with the following number of observed variables: OCB = 6; Technical Performance = 3; Functional Performance = 4; and Global Performance = 3. The four latent variables correlated together gave the following fit indexes: $\chi^2$ = 351.33 (df = 98, p = 0), CFI = .90, TLI = .88, RMSEA = .11. Factor intercorrelations range from .74 to .83. To test if any items should be removed, the squared multiple correlations were evaluated. Two items in the Organizational Citizenship Behavior scale fell below the acceptable .5 threshold: OCB5 = .40 and OCB6 = .20. Additionally, the standardized residual covariances indicated OCB6 may be cross loading on other scales. Conceptually, the desired measures of OCB should tap the helping behavior directed at other contact employees. The items OCB5 — "I attend functions that are not required, but that helps the company image." and OCB6 — "I will risk disapproval in order to express my beliefs about what's best for the company." appear to measure something other than the helping construct desired in this study. The other four items appear to tap into the desired helping behavior. Consequently, due to empirical and theoretical reasons, it was decided to remove both OCB5 and OCB6 and test for an improvement in model fit.

The reduced scales show an improvement in the model: $\chi^2 = 232.05$ (df = 71, p = 0), CFI = .93, TLI = .92, RMSEA = .10. Factor intercorrelations range from .75 to .84. Looking at the squared multiple correlations, no item falls below the .5 threshold. The reduced outcome variable scales will be used when testing the full model. This leads the analysis of the structural model using the full model.

**The Service Orientation Model**

The first purpose of this chapter was to develop the service orientation scale. The first part of this chapter reduced the SO scale down to 17 items in five facets. The next step shifts focus to test the full model. The proposed theoretical model includes the five personality traits, the service orientation mediating variable and the outcome variables of OCG, functional, technical and global performance. (See the theoretical model in Figure 5-2.) By testing the full structural model, two important validity tests will be performed: predictive and nomological validity. Testing each of the hypothesized relationships will evaluate the predictive validity. In testing the network of relationships, nomological validity will be evaluated. As stated previously, the summed scale scores will be used for the five facets of service orientation. The reduced scales were each tested for reliability using Cronbach's coefficient alpha. Table 5-15 presents the reliability of each scale. As shown, all scales have acceptable reliability.

# FIGURE 5-2

## SERVICE ORIENTATION (THEORETICAL) MODEL



* Control Variable
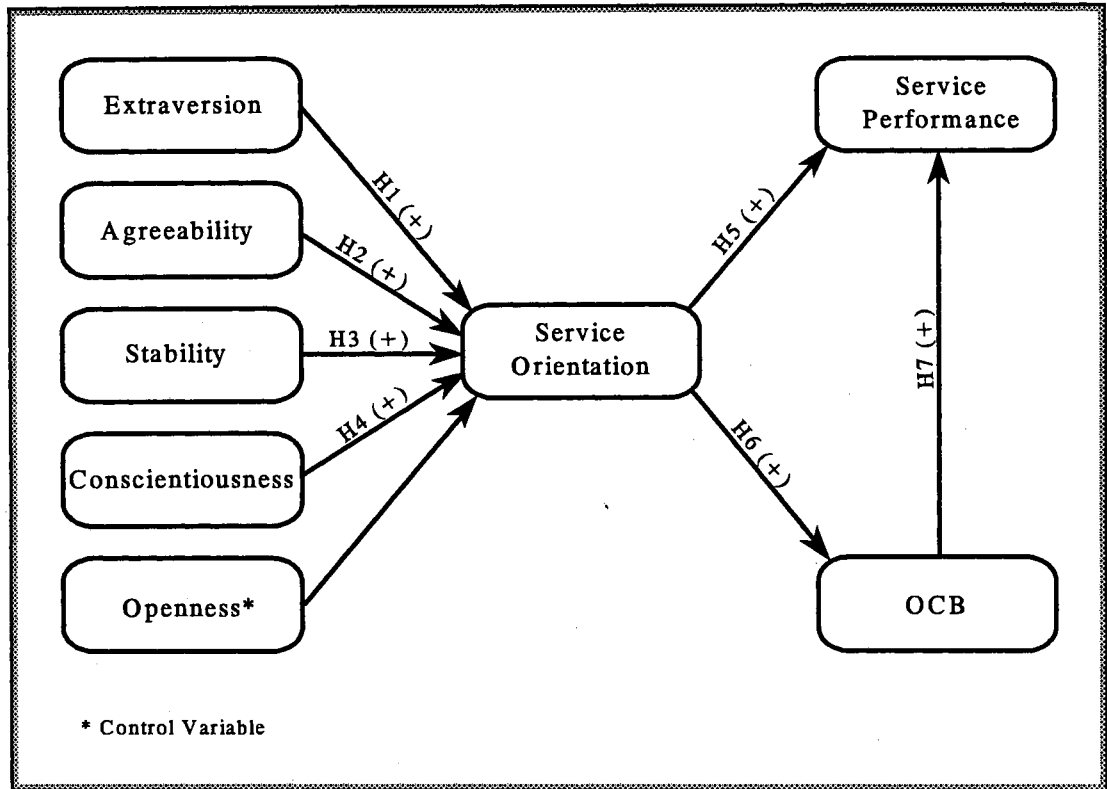
# TABLE 5-15

## SCALE RELIABILITY

| Scale | Alpha |
|---|---|
| Stability | .90 |
| Openness | .84 |
| Extraversion (Introversion) | .90 |
| Agreeability | .91 |
| Conscientiousness | .81 |
| Functional Performance | .88 |
| Technical Performance | .87 |
| Global Performance | .90 |
| Organizational Citizenship Behavior | .90 |
| Service Orientation | .83 |

Before testing the structural model, CFA was first completed on the measurement model (Anderson and Gerbing 1988). The model included 10 latent constructs (five personality traits, four outcome variables, and the service orientation mediating variable) and a total of 37 observed variables. The following fit indices were found: $\chi^2$ of 968.46 (df = 584, p = 0.01), CFI = .93, TLI = .92 and RMSEA = .056. All fit indices appeared good except for the $X^2$ value which is sensitive to sample size. A review of the standardized residual covariances reveals only Cons3 and Stab5 had problems with cross loading. On the issue of Cons3, due to a desire by this author to keep three indicators associated with the conscientiousness construct, the item is being kept in the model. Looking at Stab5, the item cross loaded on several latent variables. After removing Stab5, the model has the following fit indices: $\chi^2$ = 911.78 (df = 549, p < .01); CFI = .93; TLI = .92; RMSEA = .056. Therefore, due to the cross loadings, Stab5 was removed from the model. This leaves five indicators for the latent construct stability. Due to the good fit and performance in the CFA, the model was deemed acceptable for testing the structural model.

The structural model tested included the latent construct service orientation with the five observable scale scores, the five latent personality traits, and the four latent outcome variables (see Figure 5-3 for the empirical model). Paths were specified from the personality traits to the latent construct service orientation to test Hypotheses 1 to 4. Paths were also specified from service orientation to the four latent constructs used to measure service performance: technical performance, functional performance, global performance, and organizational citizenship behavior (OCB). Additionally, it is predicted that an employee's OCB will impact his/her technical, functional, and global

performance. Therefore, paths were specified from OCB to functional, technical, and global performance. The model performed well with the following fit indices; $\chi^2 = 1016.64$ (df = 607, p < 0); CFI = .93; TLI = .92; and RMSEA = .057. (See measure correlations, means and standard deviations in Table 5-16.

## FIGURE 5-3

## SERVICE ORIENTATION (EMPIRICAL) MODEL
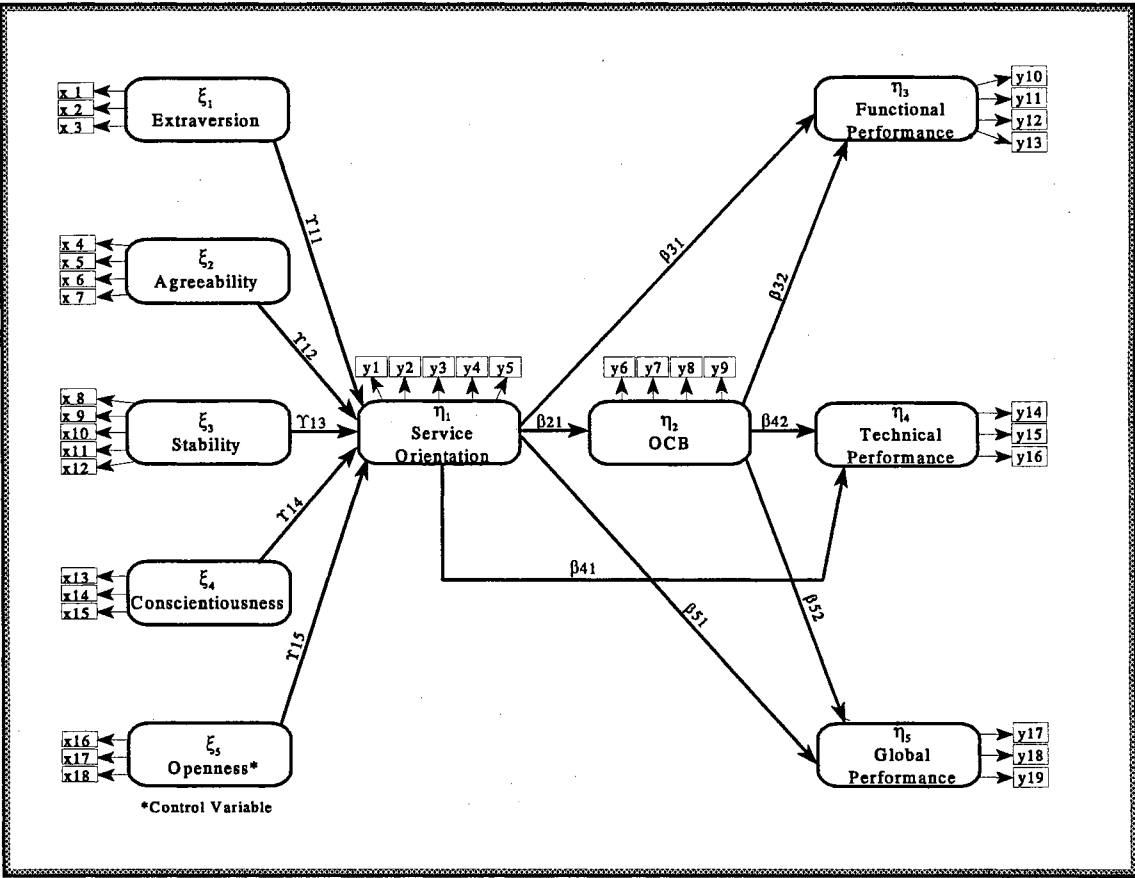
## TABLE 16

## RESTAURANT SAMPLE
## MEASURE CORRELATIONS, MEANS AND STANDARD DEVIATIONS

| Measure | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Agree | 6.74 | 1.67 | | | | | | | | | |
| 2. Consc | 6.45 | 1.56 | .24 | | | | | | | | |
| 3. Intro | 2.94 | 1.77 | -.14 | -.33 | | | | | | | |
| 4. Open | 6.18 | 1.65 | .18 | .31 | -.15 | | | | | | |
| 5. Stable | 5.05 | 2.42 | -.13 | -.17 | .29 | -.04 | | | | | |
| 6. SO (5 facets) | 19.08 | 3.05 | .31 | .22 | -.32 | .32 | -.30 | | | | |
| 7. Functional | 5.38 | 1.01 | .03 | .10 | -.22 | .09 | -.19 | .36 | | | |
| 8. Technical | 5.19 | 1.12 | .01 | .07 | -.17 | .03 | -.19 | .30 | .67 | | |
| 9. Global | 5.15 | 1.18 | -.02 | .10 | -.19 | .01 | -.22 | .22 | .71 | .69 | |
| 10. OCB | 4.93 | 1.17 | -.02 | .05 | -.19 | .03 | -.20 | .25 | .75 | .71 | .77 |

Correlation coefficients of .13 or greater are significant at the $p < .05$ level, coefficients of .17 or greater are significant at $p < .01$ level, and coefficients of .22 or greater are significant at the $p < .001$ level.

## Testing Alternative Models

To obtain the best model, model comparison procedures were employed (e.g., Anderson and Gerbing 1988). Table 5-17 provides the results of five models using the sequential chi-square difference tests (SCDT) for successive fit information (Steiger, Shapiro, and Browne 1985). A series of nested models was computed, followed by model comparisons as presented in Table 5-18. The first models compared were the fully saturated model and the totally constrained model (Anderson and Gerbing 1988). A fully saturated model includes a path connecting every latent construct together, while the totally constrained model has no paths connecting the latent constructs

together. Comparing the fully saturated model (Model 1) with a totally constrained model (Model 2) gave a statistically significant chi-square difference (p < .001), indicating the saturated model is better than the totally constrained model.

TABLE 5-17

COMPARISONS OF NESTED MODELS

| Model | Description | $\chi^2$ | df | p | CFI | TLI | RMSEA |
|-------|-------------|----------|-----|-------|-----|-----|-------|
| 1 | Saturated Model | 974.87 | 584 | p < .001 | .93 | .92 | .056 |
| 2 | Totally Constrained | 1650.02 | 619 | p < .001 | .81 | .80 | .089 |
| 3 | Theoretical Model | 1016.64 | 607 | p < .001 | .93 | .92 | .057 |
| 4 | More Constrained Model | 1476.27 | 610 | p < .001 | .84 | .83 | .08 |
| 5 | Less Constrained Model | 990.10 | 604 | p < .001 | .93 | .92 | .055 |

TABLE 5-18

TESTING SEQUENCE AND DIFFERENCE TESTS

| Comparison | $\Delta\chi^2$ | $\Delta$df | p | Model Preference |
|------------|----------------|------------|-----|------------------|
| Model 2 vs 1 | 675.15 | 35 | p < .001 | 1 |
| Model 1 vs 3 | 41.77 | 23 | p < .01 | 3 |
| Model 3 vs 4 | 459.63 | 3 | p < .001 | 3 |
| Model 3 vs 5 | 26.54 | 3 | p < .001 | 5 |

The second step was to test Model 1 with the theoretical model (Model 3). The theoretical model suggests that twenty paths should be eliminated from the fully saturated model and three paths from functional to technical, functional to global, and technical to global. Results indicated that the saturated model is superior to the theoretical model (p < .01). However, in looking at the saturated model, none of the direct paths from the personality traits to the four outcome variables had statistically significant t-values. The improvement in the model came from three paths added in the outcome variables. These paths were from functional performance to technical performance; from functional performance to global performance; and from technical performance to global performance. Furthermore, the theoretical model is more parsimonious. While the saturated model performs better than the theoretical model, a decision was made to keep the theoretical model and test the three additional paths in a less constrained model which will follow in step 4 of this alternative model tests.

As suggested by Anderson and Gerbing (1988) in step three a more constrained model (Model 4) was compared with the theoretical model. To create the more constrained model, the three paths from organizational citizenship behavior to global performance, functional performance, and technical were removed in the more constrained model. Results demonstrated a significant difference indicating the theoretical model is superior to the more constrained model. Finally, the theoretical model was compared to a less constrained model (Model 5). Model 5 included the addition of three paths: a path from functional performance to technical performance, a path from functional performance to global performance, and a path from technical performance to global performance (see Figure 5-4 for model). All three paths have

conceptual support. As discussed, functional performance is the process of providing

the service. Functional performance is measured with such items as being courteous to

customers and resolving customer complaints or service problems in an efficient

manner. Technical performance is the outcome of the service. Technical performance

is operationalized as completing the service task correctly and keeping accurate

records. Finally, global performance is the overall ability/performance of the service

provider. Service providers that are good at the process should be better at performing

the service outcome. Therefore, the link between functional performance and technical

performance should exist. Service providers that are good at the process should also

rate high on overall or global service performance. Finally, service providers who

perform the outcome (technical) well should rate high on overall (global) performance.

Adding the three links created the less constrained model. Comparing the less

constrained model (Model 5) with the theoretical model gave a difference in $\chi^2$ of

29.65 with a change in degrees of freedom of 3 (p < .001). Using Anderson and

Gerbing (1988) decision tree criteria, the less constrained model was preferred over the

theoretical model. Once the less constrained model was deemed acceptable, the author

completed a correlation table of all measures in the model. See Table 5-16 for

correlations, means and standard deviations. Additionally, see Table 5-19 for summary

of model results. The next step was to test the mediation model vs a direct model.

FIGURE 5-4

**REVISED SERVICE ORIENTATION (EMPIRICAL) MODEL**
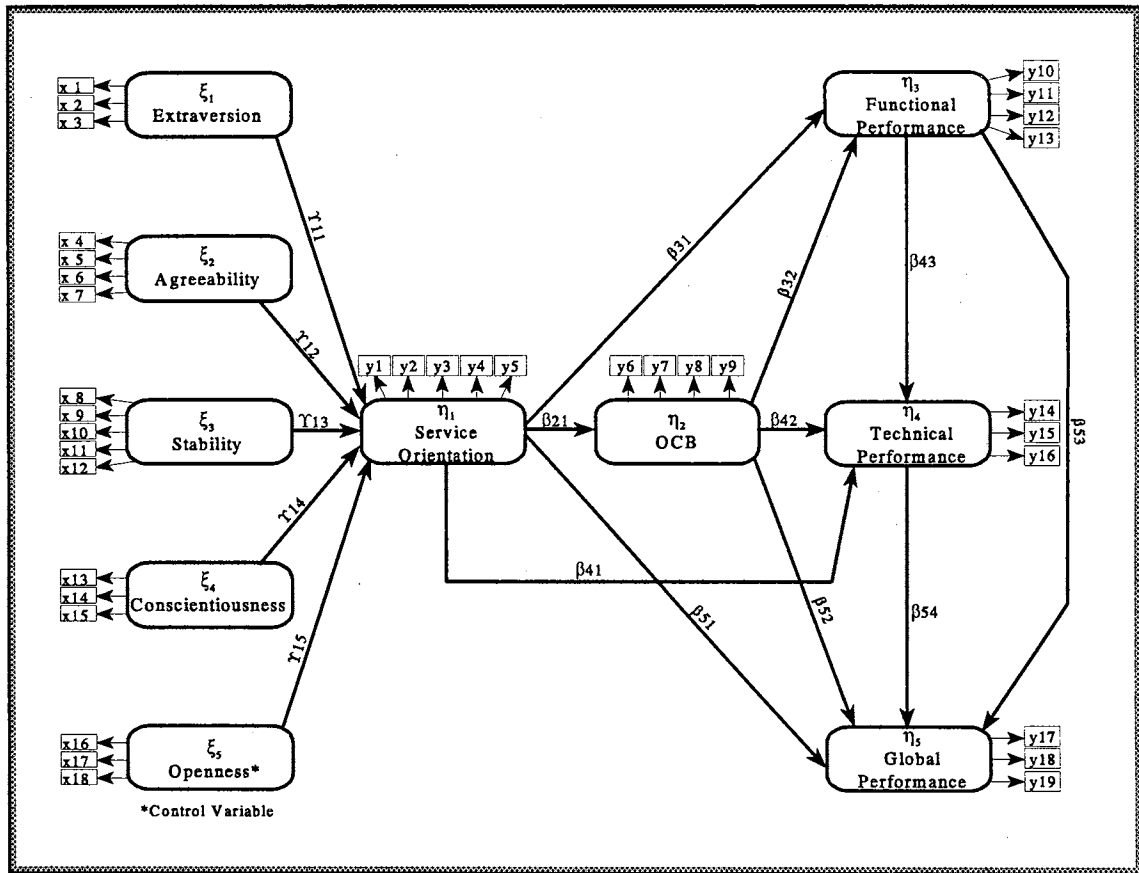
# TABLE 5-19

## SUMMARY OF AMOS MODEL RESULTS

| Parameter | RESTAURANT | | BANK | |
|---|---|---|---|---|
| | Estimate | t-value | Estimate | t-value |
| ***Structural paths*** | | | | |
| $\beta 2,1$ | .289 | 3.89 | .233 | 2.740 |
| $\beta 3,1$ | .189 | 3.475 | .018 | .264 |
| $\beta 4,1$ | .064 | 1.088 | -.055 | -.796 |
| $\beta 5,1$ | -.075 | -1.525 | .005 | .128 |
| $\beta 3,2$ | .763 | 10.235 | .681 | 8.384 |
| $\beta 4,2$ | .534 | 4.676 | .153 | 1.596 |
| $\beta 5,2$ | .380 | 3.702 | .095 | 1.645 |
| $\beta 4,3$ | .279 | 2.366 | .621 | 6.014 |
| $\beta 5,3$ | .256 | 2.581 | .208 | 2.834 |
| $\beta 5,4$ | .352 | 4.073 | .716 | 9.079 |
| $\gamma 1,1$ | -.250 | -3.358 | .413 | 4.168 |
| $\gamma 1,2$ | .247 | 3.561 | .297 | 3.511 |
| $\gamma 1,3$ | -.215 | -3.057 | -.002 | -.027 |
| $\gamma 1,4$ | -.044 | -0.614 | .132 | 1.742 |
| $\gamma 1,5$ | .244 | 3.437 | .136 | 1.607 |
| | | | | |
| ***Measurement Model*** | | | | |
| $\lambda x1,1$ | .865 | 15.501 | .889 | 13.510 |
| $\lambda x2,1$ | .842 | 15.109 | .803 | 11.811 |
| $\lambda x3,1$ | .893 | 16.164 | .825 | 12.212 |
| $\lambda x4,2$ | .820 | 14.835 | .858 | 14.100 |
| $\lambda x5,2$ | .872 | 15.195 | .926 | 15.809 |
| $\lambda x6,2$ | .922 | 16.310 | .778 | 11.806 |
| $\lambda x7,2$ | .780 | 12.937 | .879 | 14.518 |
| $\lambda x8,3$ | .788 | 12.410 | .922 | 19.750 |
| $\lambda x9,3$ | .847 | 13.552 | .940 | 20.443 |
| $\lambda x10,3$ | .889 | 14.375 | .771 | 12.930 |
| $\lambda x11,3$ | .666 | 10.078 | .629 | 9.241 |
| $\lambda x12,3$ | .840 | 13.409 | .844 | 15.630 |
| $\lambda x13,4$ | .940 | 14.890 | .503 | 6.934 |
| $\lambda x14,4$ | .907 | 14.199 | .975 | 18.059 |
| $\lambda x15,4$ | .472 | 7.085 | .964 | 17.565 |
| $\lambda x16,5$ | .914 | 14.580 | .937 | 19.300 |
| $\lambda x17,5$ | .891 | 14.384 | .934 | 19.221 |
| $\lambda x18,5$ | .615 | 9.659 | .812 | 14.412 |

| Parameter | RESTAURANT | | BANK | |
| --- | --- | --- | --- | --- |
| | Estimate | t-value | Estimate | t-value |
| $\lambda y1,1$ | .900 | 16.601 | .924 | 16.233 |
| $\lambda y2,1$ | .748 | 13.050 | .698 | 10.444 |
| $\lambda y3,1$ | .690 | 11.565 | .808 | 13.374 |
| $\lambda y4,1$ | .852 | 16.063 | .835 | 14.191 |
| $\lambda y5,1$ | .383 | 5.569 | .410 | 5.236 |
| $\lambda y6,2$ | .890 | 18.125 | .801 | 13.233 |
| $\lambda y7,2$ | .851 | 16.909 | .956 | 14.846 |
| $\lambda y8,2$ | .857 | 17.139 | .951 | 14.763 |
| $\lambda y9,2$ | .764 | 13.918 | .493 | 6.351 |
| $\lambda y10,3$ | .741 | 11.010 | .906 | 17.341 |
| $\lambda y11,3$ | .845 | 12.282 | .856 | 15.406 |
| $\lambda y12,3$ | .856 | 12.451 | .871 | 16.011 |
| $\lambda y13,3$ | .795 | 11.518 | .867 | 15.846 |
| $\lambda y14,4$ | .752 | 11.589 | .806 | 12.350 |
| $\lambda y15,4$ | .899 | 13.217 | .794 | 11.121 |
| $\lambda y16,4$ | .844 | 12.469 | .905 | 13.280 |
| $\lambda y17,5$ | .909 | 20.543 | .959 | 26.330 |
| $\lambda y18,5$ | .868 | 18.079 | .934 | 24.462 |
| $\lambda y19,5$ | .810 | 15.752 | .900 | 21.058 |

*Interfactor Correlations*

| Parameter | RESTAURANT | | BANK | |
| --- | --- | --- | --- | --- |
| $\phi1,2$ | 0.179 | | -.244 | |
| $\phi1,3$ | -0.316 | | -.296 | |
| $\phi1,4$ | 0.331 | | -.081 | |
| $\phi1,5$ | 0.152 | | .307 | |
| $\phi2,3$ | -.131 | | -.108 | |
| $\phi2,4$ | .225 | | .032 | |
| $\phi2,5$ | .238 | | .035 | |
| $\phi3,4$ | -.159 | | .010 | |
| $\phi3,5$ | -.010 | | .065 | |
| $\phi4,5$ | .290 | | .012 | |

Estimates are completely standardized estimates.

**Testing the Mediation Model**

To test whether the mediation model is necessary or a model with just direct relationships, a test was completed between the mediation model and a model with all personality traits directly predicting the four outcome variables and service orientation. Table 5-20 presents each model and a comparison $\chi^2$ difference test. The mediation model is the less constrained model which was tested above. The direct model was the same less constrained model, but the latent construct service orientation was no longer mediating between the latent personality traits and the outcome variables. Instead, the service orientation latent construct was at the same level as the four latent outcome variables. Paths from the five latent personality traits were drawn to the latent outcome variables and service orientation. The results demonstrate that both models have good fit overall. When completing the $\chi^2$ difference test, the results show no significant difference between the two models. However, the mediation model has more degrees of freedom and it is more parsimonious. The mediation model had significantly better fit indices than the direct effects model. Therefore, the mediation model was preferred over the direct model. The mediation model was then tested against a partially-mediated model (saturated model). The $\chi^2$ difference test gave a non-significant value which leads to the decision to keep the model with the largest degrees of freedom. Therefore, the mediation model was deemed the superior model.

## TABLE 5-20

## MEDIATION MODEL AND COMPARISONS

| Model | Description | $\chi^2$ | df | p | CFI | TLI | RMSEA |
|-------|-------------|----------|-----|-------|-----|-----|-------|
| A | Less Constrained Theoretical (Mediation) | 990.10 | 604 | p < .001 | .93 | .92 | .055 |
| B | Direct Effects Model | 1079.15 | 624 | p < .001 | .92 | .91 | .059 |
| C | Partially Mediated Model (Saturated Model) | 974.87 | 584 | P < .001 | .93 | .92 | .056 |

## MODEL COMPARISONS

| Comparison | $\Delta\chi^2$ | $\Delta$df | p | Model Preference |
|------------|----------------|------------|-------|------------------|
| Model A vs B | 89.05 | 20 | p < .001 | A - Mediation |
| Model A vs C | 15.23 | 20 | N/S | A - Mediation |

**Hypotheses Testing**

The next step was to test the proposed hypotheses. Hypothesis 1 stated: There will be a positive relationship between extraversion and the service orientation surface trait. The items in this scale were worded in the introverted direction (i.e., Feel uncomfortable in a group of people) rather than an extraverted direction. Therefore, a negative path coefficient indicates higher levels of extraversion leads to higher service orientation. The standardized path coefficient stood at -0.25 (p< .01). These findings support Hypothesis 1 that an extraverted employee is more service oriented than an introverted employee. The second hypothesis stated: There will be a positive relationship between agreeability and the service orientation surface trait. The

standardized path coefficient stood at .25 (p < .01). This finding supports the hypothesis that higher levels of agreeability is related to higher levels of service orientation.

Hypothesis three asserted that there will be a positive relationship between stability and service orientation surface trait. The standardized path coefficient stood at -.22 and had a statistically significant t-value. As indicated previously, the stability scale was written in the negative direction. Therefore, a negative path coefficient indicates higher levels of stability. Consequently, the directional hypothesis was supported. An employee higher in stability was more likely to have a service orientation.

Hypothesis four stated that there will be a positive relationship between conscientiousness and the service orientation surface trait. The standardized path coefficient stood at -.04 and was not statistically significant. Therefore, this hypothesis was not supported. Higher levels of conscientiousness did not relate to higher levels of service orientation.

While a formal hypothesis was not stated regarding the last personality trait of the big five model of personality, data were collected on the openness to experience trait as a control variable. The standardized path coefficient for the openness trait stood at .24 and was statistically significant at the .05 level. While there was not a formal hypothesis stated for this trait, there is justification for its significance. One aspect of the openness construct is a person's level of creativity. Items in the scale measure an employee's originality and ability to find novel solutions. When a service

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failure occurs, the customer may leave satisfied if the contact employee possesses the ability to creatively find a solution.

Hypothesis five suggested that there will be a positive relationship between the service orientation surface trait and service performances. As mentioned in Chapter IV, service performance is being measured on three different dimensions: functional performance, technical performance, and global performance. Therefore, three relationships were tested. The standardized path coefficient for service orientation predicting functional service performance stood at .19 and was statistically significant. The standardized path coefficient for service orientation predicting technical service performance stood at .06 and was not statistically significant. Furthermore, the standardized path coefficient for service orientation predicting an employee's global performance stood at -.07 and was not statistically significant.

Hypothesis six suggested that there will be a positive relationship between the service orientation surface trait and organizational citizenship behaviors. The standardized path coefficient stood at .29 and had a statistically significant t-value. Consequently, a contact employee with a service orientation disposition will more likely exhibit OCBs than an employee without the service orientation disposition.

Hypothesis seven stated that there will be a positive relationship between the organizational citizenship behaviors and service performances. This was also tested with the three different dimensions of service performance: functional performance, technical performance and global performance. The standardized path coefficient for OCB predicting functional performance stood at .76 and had a statistically significant t-value. The standardized path coefficient for OCB predicting technical performance

stood at .53 and was statistically significant. Finally, the standardized path coefficient for OCB predicting global performance stood at .38 and was statistically significant. Because services are so often dependent upon working as a team of employees, OCBs precede service performed to the customer. These findings support the assertion that OCBs predict service performance to the customer. Hence, a successful exchange with customers will more likely occur when a contact employee is willing to assist fellow employees. Another explanation for the strong relationship between OCB's helpful dimension and the three service performance outcomes is a halo effect. Managers may be evaluating the employee's performance with a customer based on how helpful the employee is to the manager. An employee that is very helpful to the manager would therefore receive higher marks on service performance to the customer.

The additional paths from functional performance to technical and global performance and the path from technical performance to global performance were tested. The path coefficients from functional to technical stood at .28 and had a statistically significant t-value. The path from functional to global stood at .26 and was also statistically significant. Finally, the path from technical to global stood at .35 and has a statistically significant t-value.

Overall, the model does a good job of predicting service orientation and the four outcomes. The model predicts 32.8% of the variance in service orientation, 8.4% in organizational citizenship behavior, 70.2% in functional performance, 64.7% in technical performance and 79.1% of the variance in global performance.

One of the predictions of this dissertation involved the amount of variance explained. Past research suggests that personality traits can account for between 3%

and 20% of the variance explained in service performance (Hurley 1998). While the above mentioned results suggests the model greatly surpasses the 3% to 20% range, the model used included paths from variables other than personality traits. For instance, the $R^2$ of the functional performance includes a path from OCB, and the $R^2$ for technical performance includes two extra paths from functional performance and OCB. Consequently, a second model was tested which excluded the additional paths. All paths related to the relationships among the outcome variables were removed. This involved removing three paths from OCB; two paths from functional performance; and one path from technical performance. Removing these paths gave a model which shows the variance explained from service orientation to the four outcome variables of functional, technical, global, and OCB. The new model reveals that service orientation explains 15% of the variance in global; service orientation explains 20% of the variance in technical; service orientation explains 17% of the variance in OCB and 28% in functional. Therefore, while these values are smaller than when the additional paths are in the model, personality traits can explain more than 20% of the variance using the service orientation surface trait. While these results are good, it is important to test the model in another setting other than a restaurant environment. The next step is to test the model in a bank setting. The next section will first describe the second sample tested and then complete the analysis of the data.

## Study 3 — Bank Study

To test the service orientation model across a couple of diverse service settings a second sample was collected. The sample for this third study was contact employees in a commercial bank. The bank is headquartered in the Midwestern United States where it has fourteen branch locations. As with the restaurant sample, a requirement was made that the employees must be in contact with customers. Support for this requirement was found in a question about the amount of time spent with customers. The average time spent with customers was 60% of the employee's work day.

*Procedure.* To better control for common method variance, respondents in this study completed the personality trait scales and the service orientation scale at two points in time. The researcher provided the bank with an envelop with the personality traits survey and a self-addressed stamped envelope for each employee. Employees were asked to complete the survey during work time and mail it back directly to the researcher. Two hundred and five employees completed and returned the one-page first survey. Approximately six weeks later, the employees were given the second survey which included the following scales: service orientation, perceived justice, SOCO, and mood. Again the employees were allowed to complete the survey at work and mail it directly to the researcher.

To evaluate the employee's work performance, supervisors completed employee evaluation forms on functional, technical, global performances, and organizational citizenship behavior at the same time as the second employee surveys were completed. Supervisors returned the evaluations to the Human Resource Department that then

forwarded the evaluations on to the researcher. (See Appendixes E, F, and G for the two employee's questionnaires and the supervisor questionnaire, respectively).

To increase employee honesty, employees were promised confidentiality. To assure the confidentiality, the last six digits of the employee's social security number were used to tie the three surveys together. Employees placed their own social security number on the questionnaire. Managers were given a two-page evaluation form which identified the employee by name on the front page. In the directions, they were asked to evaluate the employee using page two that only identified the employee by the social security number. Once the evaluation form was completed, the supervisors tore off the front page, which identified the employee by name and returned the second page only.

The researcher received 156 matched surveys of both employee's first and second surveys and their supervisor's evaluation for a usable survey rate of 62%. The data were typed into WordPerfect, checked for accuracy and transferred to SPSS statistical package. Missing data were eliminated with the mean substitution technique. Once the data were deemed acceptable, the less constrained service orientation model used in the restaurant study was ready to test in the bank setting.

**Testing the Model**

The structural model tested included the five latent personality traits of the big five model of personality; the four latent outcome variables of functional, technical, global performance, and organizational citizenship behavior; and the service orientation mediating variable. The previously tested paths were specified from personality traits to service orientation; from service orientation to the four outcomes; from

organizational citizenship behavior to functional, technical and global performance; from functional to technical and global; and from technical to global. (See Figure 5-4 for model).

Testing the model gave the following fit indices: $\chi^2$ = 899.84 (df = 604, p < 0.01); CFI = .94; TLI = .93; RMSEA = .056. See Table 5-19 for complete results of model. In testing hypothesis one that extraversion will be related to an employee's service orientation gave a statistically significant t-value of -4.17 (p < .01) for a directional hypothesis. Again, as in the restaurant study, the extraversion items were worded in the introversion direction. Consequently, the negative t-value indicates extraversion is positively related to service orientation. The introversion path coefficient stood at -.41. Testing the hypothesis that agreeability will be positively related to service orientation gave a statistically significant t-value of 3.511 (p < .01, one tail) with a path coefficient of .30. Therefore, the agreeability to service orientation hypothesis was supported. Testing the hypothesis that conscientiousness will be positively related to service orientation gave a statistically significant directional t-value of 1.742 (p < .05, one tail) with a path coefficient of .13. This finding supports the hypothesis that greater levels of conscientiousness leads to service orientation. The hypothesis that stability will be positively related to service orientation did not provide a statistically significant t-value standing at -0.027. Consequently, the hypothesis was not supported. In testing the research question that openness will be positively related to an employee's service orientation gave a non-significant t-value. However, the t-value of 1.607 was close to the 1.645 needed for a directional hypothesis. In summary, three of the personality traits (extraversion,

agreeability and conscientiousness) significantly predicted the employee's service orientation.

The next hypotheses tested related to the mediating variable service orientation predicting functional, technical, global performance, and organizational citizenship behavior. The relationship of service orientation to OCB had a statistically significant t-value of 2.74 (p < .01, one tail) with a path coefficient of .23. Therefore, support was found for the service orientation to OCB hypothesis. Service orientation did not have a significant direct relationship with any of the other outcome variable as shown here: functional performance t-value = .264, technical performance t-value = -.796 and global performance t-value = .128.

Testing the three hypotheses related to OCB predicting the other outcome variables provided mixed results. The OCB path to functional performance provided a statistically significant t-value of 8.384 (p < .01, one tail) with a path coefficient of .68. The path from OCB to global performance was also significant with a t-value of 1.65 (p < .05, one tail) with a path coefficient of .10. However, the path from OCB to technical performance was close to significant for a directional hypothesis with a t-value of 1.596 but not supported.

The two hypotheses associated with functional performance predicting technical and global performance were both supported. The path from functional to technical gave a significant t-value of 6.01 (p < .01) with a path coefficient of .62. The path from functional to global provided a t-value of 2.834 (p < .01, one tail) with a path coefficient of .21. Finally, the path from technical to global performance had a

statistically significant t-value of 9.079 ($p < .01$, one tail) with a path coefficient of .72.

The variance explained dropped somewhat in the bank study. The variance explained by the personality traits predicting service orientation stood at .27. The model explained 5% of the variance in OCB. The variance explained in functional, technical, and global stood at 47%, 53%, and 89%, respectively. Again, as in the restaurant study, a second model was tested which removed the relationships among the outcome variables. The new model explained 5% of the variance in OCB. A big change came in the other three outcome variables. The variance explained in functional, technical and global was 4%, 1%, and 2%, respectively. This finding demonstrates the possible halo effect explanation between OCB and the three outcomes. In a bank setting supervisors may strongly associate employees OCBs with other work performance measures. Another explanation may be that OCB must proceed service performance. In such a case, firms should seek to hire cooperative employees because without cooperation, good performance may not occur.

# CHAPTER VI

## DISCUSSION AND CONCLUSIONS

The recent service literature underscores the importance of the contact employee in the exchange with the customer. Service contact employees have been credited with influencing such factors as customer satisfaction (Bitner, Booms, and Tetreault 1990), customer retention (Rust and Zahorik 1993), and customer evaluations of service quality (Parasuraman *et al.* 1985, 1988). The impact of contact employees makes hiring decisions critical to a firm's ability to remain competitive.

Firms may train employees in the art of providing superior service. However, if an employee is not predisposed to a service orientation, training may be pointless. For example, Kotler, Brown, and Makens (1996) point out that you must hire friendly people to get friendly service. Additionally, "personality is probably the most important factor, when it's not the only factor, in making a hiring decision for almost any service job" (Fromm and Schlesinger 1993, p. 33).

Hurley (1998) found that the personality traits of extraversion and agreeability were positively related to superior service ratings. Another approach is to develop scales that directly measure service orientation. Hogan *et al.* (1984) were the first to develop such a service orientation scale. However, researchers have identified problems with the Hogan *et al.* (1984) scale. First, it lacks discriminant validity with another scale that is conceptually unrelated to service orientation (Rosse *et al.* 1991). Second, it does a better job of measuring an employee's overall work performance, than service orientation (Rosse *et al.* 1991). Finally, the scale is a composite of three

personality scales (extraversion, agreeability, and stability) rather than a scale of service orientation.

The primary purpose of this dissertation was to investigate contact employees' service orientation. Specifically, this study had three research questions as follows:

♦ Can a valid and reliable measure of service orientation be developed?
♦ What personality traits predict service orientation?
♦ Does service orientation predict service performances and organizational citizenship behaviors?

This dissertation created and tested a service orientation scale to test the three research questions. In this chapter, the findings of the three studies are summarized. As necessary in a scale creation study, the following issues related to construct validity are presented: content validity, discriminant validity, external validity, predictive validity and nomological validity. Additionally, the managerial implications, limitations and future research directions are presented.

## RESEARCH FINDINGS AND CONCLUSIONS

To create the service orientation scale, the researcher conducted interviews with service managers, and focus groups with customers and service employees. Using the information gained, along with the literature review, 98 service orientation items were created. A new set of service managers and scholars evaluated the items for content validity which reduced the items to 50.

Study 1 was conducted to test the dimensionality of the items and to reduce the scale to a reasonable number of items. Two-hundred sixty eight service providers in a wide range of service jobs completed the 50 item service orientation scale. The data

were then subjected to a principle components exploratory factor analysis with an Oblimin rotation. The scale reduced to 25 items after eliminating the items with poor loadings. The first study attempted to identify the dimensions of the service orientation construct. The dimensions identified were: pamper the customer, read the customer, ability to deliver, personal relationship and keeping the customer informed. Service orientation employees tend to have a disposition that enjoys serving both internal and external customers. The pamper dimension is the aspect of treating customers special. Highly service-oriented employees treat each customer as if he/she is the only customer. Service-oriented employees read the body language and other nonverbal cues of the customer to know how much interaction the customer desires. Service-oriented employees enjoy getting to know their customers as demonstrated by the joy of knowing their customers personally. They have an ability to deliver service, and they tend to keep the customer informed. These dimensions of service orientation enrich our knowledge of the interaction between the customer and contact employees.

Good external validity was demonstrated in this study. The service orientation items were first tested with exploratory factor analysis with a wide range of service providers. Using a wide range of service providers enhanced the scale's external validity.

In Study 2, 211 respondents in a restaurant completed the service orientation scale and personality traits, while their supervisor evaluated their work performance of functional performance, technical performance, global performance and organizational citizenship behaviors. Functional performance measures the employee's ability to perform the service process correctly, while technical performance measures the

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outcome of the service (Grönroos 1985). The global measure captures the overall work performance of the employee. Finally, while researchers have identified a number of dimensions of organizational citizenship behavior, this study investigated only the helpful dimension of OCBs (Bateman and Organ 1983; Posdakoff and MacKenzie 1994).

To reduce the service orientation scale down from 25 items, confirmatory factor analysis was completed on each dimension. Poor items were removed which reduced the scale to 17 items. The model of 17 observed variables and 7 latent variables correlated together gave the following fit indices: $\chi^2 = 230.59$ (df = 109, p < .01); CFI = .95; TLI = .94; RMSEA = .07.

Once this test was completed, the model was tested for discriminant validity. The scale was tested against the Saxe and Weitz (1982) SOCO (selling orientation customer orientation) scale. Using SEM, a $\chi^2$ difference test revealed service orientation was different than SOCO. Furthermore, the service orientation scale was shown to be different from an employee's mood, social desirability and the two dimensions of SOCO separately. These findings are particularly important both conceptually and managerially. First, the service orientation scale measures something different from an employee's mood and social desirability. While a mood may change from day to day, service orientation is an enduring disposition. The disposition should be more consistent than mood. Consequently, if firms hire service-oriented employees, service performance should be more consistent than mood. Second, service orientation was different from social desirability. This is an important finding, because if applicants attempt to simply give the social desirable answer, managers may be misled into hiring the wrong people. Next, the service orientation scale was different from the

customer-oriented dimension of the SOCO scale. While the two may share some conceptual domain, service orientation measures if the employee enjoys serving others. The customer orientation dimension of SOCO is specifically designed for selling situations (Saxe and Weitz 1982). Finally, service orientation was different from the selling dimension of SOCO. This is meaningful because both dimensions of SOCO focus on a selling situation rather than a situation of serving customers.

After testing the model for discriminant validity, model comparisons tests were completed using steps recommended by Anderson and Gerbing (1988). The service orientation model (theoretical model) was tested against a fully saturated model, totally constrained model, more constrained model and less constrained model (Anderson and Gerbing 1988). The theoretical model was superior to all models except the less constrained model. The less constrained model was different from the theoretical model due to the addition of three paths among the outcome variables. The added paths were from functional performance to technical performance, from functional performance to global performance, and from technical performance to global performance. The paths are conceptually logical. Therefore, the less constrained model was adopted.

In the next step, the model was tested to determine if the mediation model was necessary or either a direct effects or partially mediated model was preferred. Support was found for the mediation model in a $\chi^2$ difference test and the lack of any statistical significant direct path from personality traits to the outcome variables.

Once the model was tested for mediation, the bank data were collected. The bank study was different from the restaurant in one important aspect. To better control

common method variance, 156 bank employees completed the personality traits at one point in time, and then completed the service orientation scale six weeks later. Like the restaurant study, supervisors completed work evaluations on the employee's functional, technical and global performances and OCBs. The next step was to test the hypotheses in the two studies. The next section will first present the hypotheses and results of the two studies.

## HYPOTHESES AND RESULTS

The two samples provided a majority of similar findings in hypotheses testing, however, four paths were different. (See Table 6-1 for complete results of comparisons). In the exogenous variables (personality traits), the following four hypotheses were tested:

Ho 1: There will be a positive relationship between extraversion and the service orientation surface trait. (Supported)

Ho 2: There will be a positive relationship between agreeability and the service orientation surface trait. (Supported)

Ho 3: There will be a positive relationship between stability and service orientation surface trait. (Partially supported)

Ho 4: There will be a positive relationship between conscientiousness and the service orientation surface trait. (Partially supported)

While no formal hypothesis was stated for openness to experience predicting service orientation, it was anticipated that this creative part of a personality would predict service orientation. Openness to experience was tested as a research question rather than a formal hypothesis.

# TABLE 6-1

## COMPARISONS OF STUDY 2 AND 3 RESULTS

| Hypothesis | | Study 2 - Restaurant | | Study 3 - Bank | |
| --- | --- | --- | --- | --- | --- |
| | | Results | Path Coefficient | Results | Path Coefficient |
| Ho 1 | Extraversion to SO | Supported | .25 | Supported | .41 |
| Ho 2 | Agreeability to SO | Supported | .25 | Supported | .30 |
| Ho 3 | Stability to SO | Supported | .22 | Not supported | -.002 |
| Ho 4 | Conscientiousness to SO | Not supported | -.04 | Supported | .13 |
| | (Research Question) Openness to SO | Supported | .24 | Close to supported (t-value for directional hypo of 1.607) | |
| Ho 6 | SO to OCB | Supported | .29 | Supported | .23 |
| Ho 5a | SO to Functional | Supported | .19 | Not supported | .02 |
| Ho 5b | SO to Technical | Not supported | .06 | Not supported | -.06 |
| Ho 5c | SO to Global | Not supported | -.08 | Not supported | .01 |
| Ho 7a | OCB to Functional | Supported | .76 | Supported | .68 |
| Ho 7b | OCB to Technical | Supported | .53 | Close to supported (t-value for directional hypo of 1.596) | |
| Ho 7c | OCB to Global | Supported | .38 | Supported | .10 |
| | Functional to Technical | Supported | .28 | Supported | .62 |
| | Functional to Global | Supported | .26 | Supported | .21 |
| | Technical to Global | Supported | .35 | Supported | .72 |

Both extraversion (hypothesis 1) and agreeability (hypothesis 2) predicted service orientation in both studies. Hence, hypotheses 1 and 2 were supported. Stability (hypothesis 3) predicted service orientation in the restaurant study, but not in banking. Consequently, partial support was found for hypothesis 3. The conscientiousness hypothesis was not supported in the restaurant study, but was supported in the bank study. Again, partial support was found for hypothesis 4. One

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reason for this difference is the environment of banking vs a restaurant. Banks are very structured and tightly controlled environments. The environment should reward those employees who strictly follow the rules. Finally, the research question of openness predicting service orientation was supported in the restaurant sample, but not in the bank study. However, support for openness predicting service orientation was close to being supported for a one-tail test at (t = 1.607). The highly structured rule-oriented environment of a bank most likely deters employees from using creativity when serving customers.

In comparing these findings to past research, Hurley (1998) only found support for extraversion and agreeability predicting superior service performance, while Hogan *et al.* (1984) found that extraversion, agreeability and stability, predicted managerial performance ratings. Consequently, this study found support for openness predicting service orientation, which has never been found before. This contribution is critical to service firms. Openness measures the creative ability of contact employees. Service is often customized for each customer (Lovelock 1983). Hiring employees with the openness trait may be a way to satisfy customers' needs for customized service.

The hypotheses of service orientation leading to the four outcome variables also found mixed results. The seven hypotheses related to the outcome variables were as follows:

Ho 5(a): There will be a positive relationship between the service orientation surface trait and functional performance. (Partially supported)

Ho 5(b): There will be a positive relationship between the service orientation surface trait and technical performance. (Not supported)

Ho 5(c): There will be a positive relationship between the service orientation surface trait and global performance. (Not supported)

Ho 6: There will be a positive relationship between the service orientation surface trait and organizational citizenship behaviors. (Supported)

Ho 7(a): There will be a positive relationship between the organizational citizenship behaviors and functional performance. (Supported)

Ho 7(b): There will be a positive relationship between the organizational citizenship behaviors and technical performance. (Partially supported)

Ho 7(c): There will be a positive relationship between the organizational citizenship behaviors and global performance. (Supported)

The service orientation to functional performance (hypothesis 5a) findings were mixed. In the restaurant study, service orientation predicted functional performance, but not in banking. One explanation for this finding may be the differences in service settings. This researcher suggests that functional performances (process) can be further broken down into the process with the customer and process with tangible items. Banks may be more concerned with the functional performance (process) completed on tangible bank documents rather than the customer. Banks may be more concerned with the tangible process due to security reasons. If a contact employee makes a mistake in a bank, thousands of dollars can be lost. If a contact employee makes a mistake in a restaurant, the restaurant may have to give away a free meal. Consequently, bank supervisors may be more concerned with the functional performance with the tangibles than with customers. The culture may reward functional performance with the tangibles (documents) and discourage bank employees from emphasizing functional performance with customers.

The path from service orientation to technical performance (hypothesis 5b) was not significant in either the bank or restaurant studies. However, these findings should be considered together with the path from functional performance to technical performance. The functional to technical path was significant in both studies. These findings may tell us that service orientation affects the outcome (technical performance) only through the process (functional). This finding is logical. If the contact employee performs the process well, the outcome is more likely to be good. They are not likely to perform poorly on the functional performance (process), yet perform well on the technical performance (outcome). Therefore, the non-significant path from service orientation to technical does fit the theory. A post hoc test of this relationship was performed. The two models compared were (1) the theoretical (less constrained) model which included functional performance as a mediating variable between service orientation and technical performance versus 2) the theoretical model (less constrained) with no relationship between functional performance and technical performance included. The $\chi^2$ difference test gave a significant value of 5.432 (p < .05). See Table 6-2 for mediation model and comparison. Therefore, service orientation indirectly affected technical performance through functional performance.

In a similar prediction, service orientation to global performance (hypothesis 5c) was not significant. However, the paths from functional to global, from technical to global, and from organizational citizenship behavior to global were significant. These results suggest service orientation predicts global performance, but only through the

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## TABLE 6-2

## MEDIATION MODEL AND COMPARISONS

| Model | Description | $\chi^2$ | df | p | CFI | TLI | RMSEA |
|-------|-------------|----------|-----|------|-----|-----|-------|
| A | Theoretical | 990.10 | 604 | p < .001 | .93 | .92 | .055 |
| B | Theoretical less path from functional to technical path | 995.54 | 605 | p < .001 | .93 | .92 | .055 |
| C | Theoretical less functional to global path | 996.46 | 605 | P < .001 | .93 | .92 | .056 |
| D | Theoretical less technical to global path | 1006.28 | 605 | P < .001 | .93 | .92 | .056 |
| E | Theoretical less OCB to global path | 1002.19 | 605 | P < .001 | .93 | .92 | .056 |
| F | Theoretical less functional, technical and OCB to global paths | 1215.18 | 607 | P < .001 | .89 | .88 | .069 |

## MODEL COMPARISONS

| Comparison | $\Delta\chi^2$ | $\Delta$df | p | Model Preference |
|------------|----------------|------------|-----|------------------|
| Model A vs B | 5.43 | 1 | p < .05 | A - Mediation |
| Model A vs C | 6.35 | 1 | p < .05 | A - Mediation |
| Model A vs D | 16.18 | 1 | p < .01 | A - Mediation |
| Model A vs E | 12.09 | 1 | p < .01 | A - Mediation |
| Model A vs F | 225.07 | 2 | p < .001 | A - Mediation |

outcome variables of functional, technical and OCB. Testing if functional performance, technical performance and OCB are mediating variables between service orientation and global performance was completed in four $\chi^2$ difference tests. The $\chi^2$ difference test comparing if functional performance is a mediating variable (Model A vs C) gave a value of 6.351 (df = 1, p < .05). Comparing if technical performance is a mediating variable between service orientation and global performance (Model A vs D)

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gave a value in the $\chi^2$ test of 16.18 (df $=$ 1, p $<$ .01). The $\chi^2$ difference test comparing

OCB as a mediating variable between service orientation and global performance

(Model A vs E) gave a value of 12.086 (df $=$ 1, p $<$ .01). Finally, comparing if all

three functional performance, technical performance and OCB are mediating variables

at the same time (Model A vs F) gave a value of 225.072 (df $=$ 3, p $<$ .01). In each

case the mediating model was superior to the direct effects model. Hence, the

supervisors' overall evaluation of employees is predicted by service orientation through

the mediating variables of functional, technical and organizational citizenship behavior.

The hypotheses that OCB predicts outcomes were fairly consistent across the

two studies. OCB to functional (hypothesis 7a) and global (hypothesis 7c) were

supported in both studies, but the OCB to technical findings were mixed. The OCB to

technical performance (hypothesis 7b) path was supported in the restaurant study. It

was close (t $=$ 1.596, one-tail), but not supported in the bank study. Finally, the three

paths added in the less constrained model from functional performance to technical

performance, from functional performance to global performance and from technical

performance to global performance were all supported in both studies.

Service orientation to OCB was significant in both studies, which supports

hypothesis 6. However, the path from service orientation to OCB is another case

where the subsequent paths should be considered as well. In both studies, the path

from service orientation to OCB was significant, indicating a service-oriented employee

is more likely to be helpful to coworkers. The path from OCB to functional

performance was also supported in both studies. This indicates that helpful employees

are more likely to perform the functional side of service well. Consequently, firms

hiring service-oriented employees gain two advantages: cooperation (OCBs) and good functional performance.

The test of OCB predicting technical performance (hypothesis 7b) gave mixed findings. OCB significantly predicted technical performance in the restaurant study, but was not significant in the bank study. (However, it should be noted that the bank path was close to significant and in the correct direction at $t = 1.596$ for a one-tail test). One reason for this inconsistent finding relates to the previously mentioned difference between banking and food service. Bank managers may be focusing on the technical performance of the job (tangibles) rather than the technical side of serving customers. Finally, the path from OCB to global performance (hypothesis 7c) was significant in both studies. Those employees who are helpful to coworkers are rated higher on overall service performance. In summary, a service-oriented employee is more likely to provide helpful behaviors (OCB), which leads to higher levels of functional performance, global performance and in some cases (e.g., restaurants) technical performance.

This study investigated the nomological validity of service orientation. Support was found for service orientation as a mediating variable between personality traits and service performance. No study to date has suggested this model. Previous work on service orientation (Hogan *et al.* 1984; Hurley 1998) looked at personality directly predicting performance. However, my research found that with the mediation model, no direct paths from personality traits to performance were significant. The mediation model was more parsimonious than the direct effects model. The model of personality traits predicting service orientation and service orientation predicting the outcome

variables enhances our understanding of the network of constructs. The personality traits help explain the service orientation disposition. Furthermore, this study identifies service orientation as a separate construct which has never been done before.

As discussed in Chapter 5, one objective of this study was to demonstrate the added value of using a surface trait to predict performance outcomes. The surface trait takes into account the interaction between personality traits and the environment. In this case, the service setting is the environment. Past research has suggested that personality traits can account for between 3 and 20% of the variance in performance (Hurley 1998). In this study, the range of variance explained by the personality traits to service orientation was .26 to .33. The variance explained in OCB ranged from .06 to .17. A range of .02 to .15 was found in global performance. Finally, the ranges in variance explained for functional and technical were .04 to .28 and .01 to .20 respectively. Overall, the functional performance finding demonstrates the personality traits can explain more variance when the environmental setting is added to the mix through the surface trait.

Comparing the significant path coefficients between the two studies reveals the strength of relationships across the two settings. The strongest path coefficients are found in the OCB to functional performance relationship. Across the two studies, the path coefficient ranges from .68 to .76, indicating a strong relationship between helping behaviors and performing the process. As noted, however, this strong relationship may be due to a halo effect. Managers may evaluate the their subordinates on all outcomes based on OCBs. The personality traits of extraversion and agreeability are reasonably consistent across the studies. Across the two studies the path

coefficients ranged from .25 to .41 for extraversion and from .25 to .30 for agreeability. Finally, the path coefficient from service orientation to OCB ranged from .23 to .29.

**Managerial Implications**

Since most jobs involve some elements of service, it is critical to hire employees who are superior service performers. This dissertation has the potential to provide information that will contribute to manager's ability to screen for these superior performers. No single instrument is the "cure all" for selecting employees. However, the service orientation scale gives managers a tool to screen for the service orientation disposition.

To use the SO scale for screening, norms need to be established. The SO scale is a 7 point scale which may suggest to some managers that a score of 4 is average (Churchill 1979). However, research may establish a quite different mean. A minimum score must be set to disqualify a job applicant. This researcher suggests setting the minimum at one standard deviation below the mean on each dimension. Once applicants have passed the initial job screening procedures of reference verification and initial interview, the SO scale should be completed. In cases where prospective employees are rated very similar on attributes, the SO scale can be used to discriminate between candidates.

Cluster analysis can be used to establish profiles of contact performers. Clusters can be tested based on two criteria, for example, service orientation and functional performance. (Since service performance was shown to be

multidimensional, cluster analysis can be completed across the four outcome variables and service orientation). In the case of service orientation and functional performance, multiple clusters may be demonstrated such as high, average and low scores on the two scales. Managers can then set a minimum acceptable score based on the high cluster scores. Applicants can then be screened using one standard deviation away from the mean as a cutoff.

The SO scale was developed to measure the disposition to enjoy serving customers. As noted, the service orientation surface trait is an interaction between personality traits and the service environment. In some hiring situations, the candidate will not have any experience in the service sector. Applicants may not know how to complete the service orientation scale. There are two ways to assess the applicants service orientation. First, this author argues that the service orientation is an <u>enduring</u> disposition. As an enduring disposition, this trait should exist regardless of experience with working in the service industry or not. Second, the personality traits (e.g., extraversion, agreeability, stability, openness, conscientiousness), can be used to predict the candidates service orientation. Managers can use the personality scales to screen in cases that involve candidates with no experience in services. In these cases, norms need to be set as well. A minimum average score should be established for each personality scale based on the distribution.

The service orientation scale may also provide managers with a tool for employee training. Firms should not fire current employees simply because the employee scores poorly on the scale. Firms can use the scale to identify weaknesses. Managers can give the scale to current employees to determine weaknesses. If the

employee rates low on specific dimensions, training can be designed to improve the weakness. Using the minimum score for high performers in cluster analysis, employees can be evaluated on each dimension. For example, employees who score poorly on the dimension of reading the customer can be instructed on techniques to do so. Such techniques as role playing can enhance an employee's ability to complete this task. Overall, the results of this study give managers a tool to improve the performance of service personnel.

**Limitations**

This study offers valuable insight into theoretical and managerial implications. However, as with any study, these findings must be viewed with caution due to the following limitations of this study.

First, while the initial study surveyed a wide range of service providers to develop the service orientation scale, the model was thereafter tested in only two service settings. The model needs testing in a number of diverse service settings to further test the model's external validity.

One limitation of this study is the length of the survey instrument. Because the number of items was quite lengthy, respondents may have grown bored and marked long strings of the same answer without actually reading every question carefully. Additionally, the supervisors were each required to evaluate more than one employee. Without seeing an immediate benefit from completing the evaluations, the supervisors may have rushed through the questions to simply complete the work. These weaknesses may have affected the findings of the study.

One limitation concerns using the scale to screen applicants. Firms may face legal problems with the EEOC for discrimination. However, it should be noted that the service orientation instrument was designed to capture the person's innate joy of serving customers. Higher scores on SO relate to superior service performances. Furthermore, the tool may assist in making hiring decisions, but it should not be used in isolation. Managers should also evaluate the resume, interview and references along with the score on SO.

This study only investigated the Big Five model of personality as predictors of service orientation. While the traits explain up to 33% of the variance in service orientation, a large portion is still unexplained. Other personality traits will be suggested later in future research directions.

This study addressed the issue of common method variance by using multiple respondents (contact employees and supervisors). Additionally, in the bank sample, contact employees completed the personality scale and service orientation scale at two different points in time. However, the problem of common method variance still exists in this study. Supervisors completed all evaluations on all four outcome variables, and the employees completed both the personality and service orientation scales. This limitation, as well as the other limitations, lead to future research possibilities.

## Future Research Directions

As discussed in this manuscript, the contact service employee plays a critical role in the relationship with the customer. This study adds some direction in the continued research of contact employees. Furthermore, it opens the door for future research in the service-oriented area.

As discussed in the limitations, the issue of common method variance was not totally controlled. In a future study, the outcome variables of functional, technical, global performances as well as organizational citizenship behavior should be evaluated by more than one individual. This researcher suggests that co-workers evaluate the employee's organizational citizenship behaviors, supervisors evaluate global performance, and customers should evaluate both functional and technical performances. While this suggestion would be a huge undertaking, it would help control the halo effect problem associated with managers evaluating OCBs and the other outcomes. To control the common method variance caused by employees completing both the personality scales and the service orientation scale, a future study should have friends or co-workers evaluate the employee's personality traits.

Second, a future research study should investigate environmental factors of a contact employee's service orientation. While this study did demonstrate the importance an employee's dispositional traits play on service orientation, firms could benefit from knowing what can be changed in the environment to improve service orientation and ultimately service performances. For instance, it is anticipated that role conflict, role ambiguity and perceived justice may impact service orientation. If so, firms may benefit from altering the culture of the firm.

Future research should use cluster analysis to identify if a natural grouping exists among contact employees. For example, using the SO scale may reveal that one cluster ranks high on Pamper the Customer and Personal Relationship, while a second cluster ranks high on Ability to Deliver. In this case, contact employees could be screened for specific roles in the firm. A hotel may want to assign a person who fits into cluster 1 (pamper the customer and personal relationship) as a doorperson or at the front desk. In these positions, a nurturing and personable employee may make the customer more satisfied with the entire hotel experience than someone whom fits into cluster 2. While cluster 2 (ability to deliver) might be better suited for room service and maid service employees.

As discussed in the limitations, this study only addressed the Big-Five model of personality as predictors of service orientation. Mowen (*In Press*) investigated additional personality traits which may explain more variance in service orientation. Additional personality traits to study include: need for achievement, self-efficacy, need for cognition, and need for arousal.

Researchers should develop norms for new scales (Churchill 1979). For example, in this study, higher levels of service orientation led to higher levels of OCB. However, explicit standards have not been developed yet. The highest score obtainable on the 17-item, 7 point SO scale is 119. Research needs to determine what is the average score and distribution of SO scores. Furthermore, distinct norms should be developed for different service settings and groups (Churchill 1979). Restaurants may require a higher SO score than banking to be a good performer. Also, there may be differences in norms based on gender, which leads to the next future research topic.

This researcher has completed some preliminary work on gender differences in SO. The restaurant data indicate that women are more service oriented than men. Future research should verify this preliminary work. This finding may guide managers in selecting which position a male or female is assigned. Consequently, a position that requires a high degree of customer contact might be more appropriate for a female.

While role/script theory helps explain the relationship between service orientation and the outcome variables, no theory was found to explain the relationship between service orientation and the personality traits. Research needs investigate why various personality traits predict service orientation.

Finally, future research can address moderation effects. Again, in preliminary work, this researcher looked at satisfaction as a moderator variable between service orientation and the dependent variable functional performance. If this relationship exists, managers may be able to increase functional performance by altering the levels of service orientation and job satisfaction together.

## CONCLUSION

This study contributes to the literature by identifying service orientation as a surface trait involving an interaction between personality traits and the service setting. The previously developed service orientation scale by Hogan *et al.* (1984) only used personality traits to predict performance. By using a surface trait, which takes into account the interaction of personality traits and the service setting, the scale may be a more valid instrument.

This study was concerned with three main issues: (1) the development of a service orientation scale, (2) the antecedents (personality traits) of service orientation, and (3) the outcomes of service orientation. By investigating the relationship among these constructs, our knowledge of the contact employee is enhanced.

The results of the dissertation can be summed up in three points. First, the personality traits of extraversion, agreeability, openness and stability, and in some cases, conscientiousness predicts an employee's service orientation. Second, service-oriented employees are more likely to perform higher on OCBs and functional performance than those rated low on service orientation. Service orientation predicts the outcome (technical) and overall (global) performance indirectly through OCBs and functional performance. Consequently, service-oriented employees are better at performing the helping behaviors, the process, the outcome, and overall work performance.

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# APPENDIXES

# APPENDIX A

## STEPS TO DEVELOP THE SERVICE ORIENTATION SCALE

# STEPS TO DEVELOP THE SERVICE ORIENTATION SCALE

**(1) Define Service Orientation**

**(2) Develop Pool of items**
- literature review
- interviews with service managers

**(3) Collect Data**
- Assess Content Validity
- Expert Judges

**(4) Purify Measure**
- Factor Analysis
- Coefficient Alpha

**(5) Collect Data**

**(6) Assess Reliability**

**(7) Assess Validity**

**(8) Develop Norms**

# APPENDIX B


## STUDY 1 QUESTIONNAIRE

## SERVICE ORIENTATION SCALE DEVELOPMENT
## WITH BROAD RANGE OF SERVICE PROVIDERS

Instructions: Please take a few minutes to answer the following questions about yourself. Please respond to all of the questions, even if some seem repetitive or if you have to guess on some of them. Your answers are very important to us and will remain confidential. Remember, you are anonymous, so please respond as candidly as possible.

Please circle the number that indicates how accurately the statement describes you. Circle the number that describes you in your daily life, not how you wish you were. If you strongly disagree that the statement describes you, put a 1. If it somewhat describes you, put a 2 or 3. If you neither agree or disagree that the item describes you, put a 4. If it mostly describes you, put a 5 or 6. If the statement strongly reflects you, ("Strongly agree"), put a 7.

Please do not place your name on the questionnaire. Once you are finished with the questionnaire, please place it in the provided envelope and seal the envelope. Thanks.

| | | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|---|
| **Empathy / "Make them feel Special" Facet** | | | | | | | | |
| 1. | In a service exchange, I enjoy trying to please the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | I take pleasure in adjusting the service to meet the customer's specific needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | I am the kind of person who would try to pamper service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | I have a history of compensating the service customer when a mistake is made. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | Every customer's problem is important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | I take pleasure in making every customer feel like he/she is the only customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | I like to make customers feel special. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | Making customers feel very comfortable with the service exchange is satisfying to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. | I thrive on giving individual attention to each customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | In a service exchange, I do more for the customer than just take orders. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. | I take pleasure in getting customers to communicate their service needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. | I enjoy nurturing my service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. | I enjoy my work of serving customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. | In a service exchange, it is pleasurable to look through the customer's eyes. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. | I enjoy making service customers feel special. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. | In a service exchange, I want to be more to the customer than simply a robot. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| **Personal Relationship Facet** | | | | | | | | |
| 17. | I enjoy getting to know customers personally. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. | I enjoy remembering my customers' names. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. | I enjoy sharing my experiences with customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. | I find satisfaction in knowing my customers by name. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 21. | I can be rude to customers who deserve it. (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22. | I take pleasure in treating upset customers courteously. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23. | I feel gratified when I am patient with an obnoxious customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. | I enjoy interacting with every customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25. | I enjoy providing friendly service. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26. | I thrive on communicating well with customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27. | I delight in starting a conversation with service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| **Reliable / "Professional" Facet** | | | | | | | | |
| 28. | I enjoy having the knowledge to answer customers' questions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 29. | I enjoy delivering the intended services on time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 30. | I find a great deal of satisfaction in completing tasks precisely for customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

|     |                                                                                                      | Strongly Disagree |   |   |   |   | Strongly Agree |   |
| --- | ---------------------------------------------------------------------------------------------------- | --- | --- | --- | --- | --- | --- | --- |
| 31. | The knowledge of how to serve customers comes naturally for me.                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 32. | I enjoy having the confidence to provide good service.                                               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

## Read the Customer Facet

|     |                                                                                                             | | | | | | | |
| --- | ----------------------------------------------------------------------------------------------------------- | --- | --- | --- | --- | --- | --- | --- |
| 33. | Customers should not have to ask. I should anticipate their needs.                                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 34. | When serving a customer, I find different amounts of attention should be given depending on the customer.    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 35. | I generally know what service customers want before they ask.                                               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 36. | I enjoy anticipating the needs of service customers.                                                        | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 37. | I naturally read the customer to identify his/her needs.                                                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 38. | With each service exchange, I enjoy learning the amount of service the customer wants.                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 39. | I am inclined to read the service customer's body language to determine how much interaction to give.        | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

## Responsive Facet

|     |                                                                                             | | | | | | | |
| --- | ------------------------------------------------------------------------------------------- | --- | --- | --- | --- | --- | --- | --- |
| 40. | When a service delay has occurred, I find satisfaction in informing the customer.           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 41. | If I can't solve the service customer's problem, I enjoy researching the problem.           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 42. | I enjoy keeping the customer informed.                                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 43. | When the customer's needs cannot be met, I like to inform him/her.                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 44. | I enjoy making an initial contact with a new customer.                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 45. | I enjoy providing service to customers.                                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 46. | If a customer requested assistance when I was busy, I would stop and help them.              | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 47. | If a customer asked me to stay late to accommodate his/her schedule, I would.               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 48. | I enjoy making the service customer feel welcome.                                            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 49. | I am delighted to respond immediately when a service customer has a request.                | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 50. | After correcting a service failure, I naturally follow-up by contacting the customer.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**How accurately can you describe your work behavior?**

Please use this list of activities to describe yourself as accurately as possible. Describe yourself as you see yourself at the present time, not as you wish to be in the future. Describe yourself as you are generally or typically each day. Beside each activity, please circle the number indicating how accurately that activity describes you, using the following rating scale:

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| I follow company regulations and procedures. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I turn in reports and other work earlier than is required. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I return phone calls and responds to other messages and requests for information promptly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I help orient new employees even though it is not required. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I always lend a helping hand to others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I willingly give time to help other employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I "keeps up" with developments in the company. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I attend functions that are not required, but that help the company image. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I will risk disapproval in order to express his/her beliefs about what's best for the company. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I provide courteous service to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I resolve customer complaints or service problems in an efficient manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I innovatively meet customer needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a customer has problems, I am sympathetic and reassuring. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am polite to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I tell customers exactly when services will be performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I give prompt service to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am always willing to help customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am never too busy to respond to customer requests promptly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I provide services at the time it is promised. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I keep accurate records. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Customers trust me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Customers feel safe in transactions with me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When I promise to do things by a certain time, I do. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I complete service tasks correctly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall, my service performance is outstanding. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Others rate my service performance as admirable. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Generally, customers rate my service performance as exceptional. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My service performance is better than other service providers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall, I am very customer oriented. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am outstanding at satisfying the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am among the highest in overall quantity of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

## The relationship that my firm has with me:

| | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|
| ....is something we are very committed to. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is very important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is of very little significance to us. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is something I intend to maintain indefinitely. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is very much like being family. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is something I really care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....deserves my maximum effort to maintain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| How satisfied are you with: | Very Dissatisfied | | | | | | Very Satisfied |
|---|---|---|---|---|---|---|---|
| Your overall job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your fellow workers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your supervisor(s). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your organization's policies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The support provided by your organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your salary or wages. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your organization's customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your opportunities for advancement with this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Treatment by employer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Physical appearance of work area. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Variety of work tasks performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Work atmosphere. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

## How do you think your employer evaluates your performance on the job?

| | Among the worst In the company | | | | | | Among the best In the company |
|---|---|---|---|---|---|---|---|
| Overall quantity of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall quality of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding customer relations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding management of time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding product knowledge. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance in satisfying customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | Strongly Disagree | | | | | Strongly Agree |
|---|---|---|---|---|---|---|
| There have been occasions when I took advantage of someone. | 1 | 2 | 3 | 4 | 5 | 6 |
| I sometimes try to get even rather than forgive and forget. | 1 | 2 | 3 | 4 | 5 | 6 |
| At times I have really insisted on having things my own way. | 1 | 2 | 3 | 4 | 5 | 6 |
| I have never deliberately said something that hurt someone's feelings. | 1 | 2 | 3 | 4 | 5 | 6 |
| I'm always willing to admit it when I make a mistake. | 1 | 2 | 3 | 4 | 5 | 6 |
| I like to gossip at times. | 1 | 2 | 3 | 4 | 5 | 6 |
| I have never been irked when people expressed ideas very different from my own. | 1 | 2 | 3 | 4 | 5 | 6 |

| | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|
| I try to help customers achieve their goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to achieve my goals by satisfying customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A good service provider has to have the customer's best interest in mind. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to get customers to discuss their needs with me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to influence a customer by information rather than by pressure. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I offer the product of mine that is best suited to the customer's problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to find out what kind of product would be most helpful to a customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I answer a customer's questions about products as correctly as I can. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to bring a customer with a problem together with a product that helps him/her solve that problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am willing to disagree with a customer in order to help him/her make a better decision. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to give customers an accurate expectation of what the product will do for them. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to figure out what a customer's needs are. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to sell a customer all I can convince him to buy, even if I think it is more than a wise customer would buy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to sell as much as I can rather than to satisfy a customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I keep alert of weaknesses in a customer's personality so I can use them to put pressure on him/her to buy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If I am not sure a product is right for a customer, I will still apply pressure to get him/her to buy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I decide what products to offer on the basis of what I can convince customers to buy, not on the basis of what will satisfy them in the long run. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I paint too rosy a picture of my products, to make them sound as good as possible. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I spend more time trying to persuade a customer to buy than I do trying to discover his/her needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| It is necessary to stretch the truth in describing a product to a customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I pretend to agree with customers to please them. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I imply to a customer that something is beyond my control when it is not. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I begin the sales talk for a product before exploring a customer's needs with him/her. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I treat a customer as a rival. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**At this moment I am feeling....**

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Good | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Bad |
| Unpleasant | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Pleasant |
| Happy | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Sad |
| Negative | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Positive |

**What is your gender?    Male    Female**

# APPENDIX C

## STUDY 2 EMPLOYEE QUESTIONNAIRE
## RESTAURANT SAMPLE

Instructions: Please take a few minutes to answer the following questions about yourself. Please respond to all of the questions, even if some seem repetitive or if you have to guess on some of them. Your answers are very important to us and **will remain confidential**. Remember, you are anonymous, so please respond as candidly as possible.

To keep track of who has returned a completed questionnaire, please write down the last 6 digits of your social security number here. We have also asked your supervisor to complete a similar but shorter questionnaire concerning aspects of your work environment. We will use the last six digits of your social security number to match your survey responses with your supervisor's survey responses. Your supervisor will not be asked to identify you by name. Additionally, your supervisor will not see your answers. We will use this identification method in order for you to remain anonymous and for your answers to remain confidential. Once you are finished, place the questionnaire in the envelop provided to you. We will make a follow up request to those employees who do not complete the survey the first time.

__X_  _X_  _X_  -- ____  ____  -- ____  ____  ____
(Last 6 digits of SSN)

For this section, please circle the number that indicates how accurately the phrase or adjective describes how you feel or act. Circle the number that describes how you actually act in your daily life, not how you wish you would act. If the phrase never describes you, put a 1. If it rarely describes you, put a 2 or 3. If it sometimes describes you, put a 4, 5, or 6. If it very frequently describes you, put a 7 or 8. If it always describes you, put a 9.

| How often do you feel/act this way? | Never | | | | | | | Always | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Feel uncomfortable in a group of people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Feel bashful more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Quiet when with people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Shy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy buying expensive things. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Like to own nice things more than most people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Acquiring valuable things is important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy learning new things more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Prefer complex to simple problems. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Think hard before making decisions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy working on new ideas. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Information is my most important resource. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Keep really busy doing things. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Try to cram as much as possible into a day. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Extremely active in my daily life. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Have a hard time sitting around. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Always like to be doing something. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy competition more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Feel that it is important to outperform others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy testing my abilities against others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Feel that winning is extremely important. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| I try harder when I am in competition with other people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Moody more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Temperamental. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Touchy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Envious. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Emotions go way up and down. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Testy more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Frequently feel highly creative. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Imaginative. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Appreciate art. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Find novel solutions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| More original than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Rude with others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Harsh when others make a mistake. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Tender hearted with others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Sympathetic. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Charitable to others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Softhearted. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Careless. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Precise. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Efficient. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Organized. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Orderly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Long term goal oriented. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Achieving success is extremely important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| When doing a task, I set a deadline for completion. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Set long term goals for the future. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Approach tasks in a very serious manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| My abilities and efforts determine my success. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Ambitious. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| I am driven to get ahead. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| I have a strong desire to succeed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| I am generally very satisfied with my firm's response to my requests. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I think my supervisor treats me fairly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Other workers are treated more generously by the firm. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am generally very satisfied with my firm's response to my complaints. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

In the next section, describe how **SATISFIED** you are with each of the following:

| | Very Dissatisfied | | | | | Very Satisfied | |
|---|---|---|---|---|---|---|---|
| Your overall job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your fellow workers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your supervisor(s). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your organization's policies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The support provided by your organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your salary or wages. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your opportunities for advancement with this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Treatment by employer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Physical appearance of work area. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Variety of work tasks performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Work atmosphere. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The amount of performance feedback from my supervisor. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The quality of performance feedback from my supervisor. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Directions on ways to improve my performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| The relationship that my firm has with me: | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| ....is something we are very committed to. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is very important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is of very little significance to us. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is something I intend to maintain indefinitely. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is very much like being family. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is something I really care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....deserves my maximum effort to maintain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| I try to help customers achieve their goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to achieve my goals by satisfying customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to bring a customer with a problem together with a product that helps him/her solve the problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to get customers to discuss their needs with me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to find out what kind of product would be most helpful to a customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I find it easy to smile at each of my customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| It comes naturally to have empathy for my customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy responding quickly to my customers's requests. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I really enjoy serving my customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| How do you think your employer evaluates your performance on the job? | Among the worst In the company | | | | | | Among the best In the company |
|---|---|---|---|---|---|---|---|
| Overall quantity of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall quality of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding customer relations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding management of time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding product knowledge. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance in satisfying customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

At this moment I am feeling....

| Good | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Bad |
|---|---|---|---|---|---|---|---|---|
| Pleasant | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Unpleasant |
| Happy | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Sad |
| Positive | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Negative |

| | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|
| I am the kind of person who would try to pamper service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy nurturing my service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I feel gratified when I am patient with an obnoxious customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I take pleasure in making every customer feel like he/she is the only customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I take pleasure in treating upset customers courteously. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Every customer's problem is important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I take pleasure in getting customers to communicate their service needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I thrive on giving individual attention to each customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I naturally read the customer to identify his/her needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I generally know what service customers want before they ask. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy anticipating the needs of service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am inclined to read the service customer's body language to determine how much interaction to give. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Customers should not have to ask. I should anticipate their needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a service delay has occurred, I find satisfaction in informing the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When the customer's needs cannot be met, I like to inform him/her. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If I can't solve the service customer's problem, I enjoy researching the problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy having the knowledge to answer customers' questions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy delivering the intended services on time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I find a great deal of satisfaction in completing tasks precisely for customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy having the confidence to provide good service. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The knowledge of how to serve customers comes naturally for me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Making customers feel very comfortable with the service exchange is satisfying to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy providing friendly service. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy remembering my customers' names. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy getting to know customers personally. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | Strongly Disagree | | | | Strongly Agree | |
|---|---|---|---|---|---|---|
| There have been occasions when I took advantage of someone. | 1 | 2 | 3 | 4 | 5 | 6 |
| I sometimes try to get even rather than forgive and forget. | 1 | 2 | 3 | 4 | 5 | 6 |
| At times I have really insisted on having things my own way. | 1 | 2 | 3 | 4 | 5 | 6 |
| I have never deliberately said something that hurt someone's feelings. | 1 | 2 | 3 | 4 | 5 | 6 |
| I'm always willing to admit it when I make a mistake. | 1 | 2 | 3 | 4 | 5 | 6 |
| I like to gossip at times. | 1 | 2 | 3 | 4 | 5 | 6 |
| I have never been irked when people expressed ideas very different from my own. | 1 | 2 | 3 | 4 | 5 | 6 |

How accurately can you describe your work behavior?
Please use this list of activities to describe yourself as accurately as possible. Describe yourself as you see yourself at the present time, not as you wish to be in the future. Describe yourself as you are generally or typically each day. Remember, your supervisor will NOT see your responses!!! Beside each activity, please circle the number indicating how accurately that activity describes you, using the following rating scale:

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| I help orient new employees even though it is not required. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I always lend a helping hand to others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I willingly give time to help other employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I "keep up" with developments in the company. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I attend functions that are not required, but that help the company image. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I will risk disapproval in order to express my beliefs about what's best for the company. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I provide courteous service to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I resolve customer complaints or service problems in an efficient manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a customer has problems, I am sympathetic and reassuring. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am polite to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I provide services at the time it is promised. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I keep accurate records. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When I promise to do things by a certain time, I do. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I complete service tasks correctly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall, my service performance is outstanding. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Others rate my service performance as admirable. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Generally, customers rate my service performance as exceptional. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My service performance is better than other service providers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| I keep alert of weaknesses in a customer's personality so I can use them to put pressure on him/her to buy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If I am not sure a product is right for a customer, I will still apply pressure to get him/her to buy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I decide what products to offer on the basis of what I can convince customers to buy, not on the basis of what will satisfy them in the long run. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I spend more time trying to persuade a customer to buy than I do trying to discover his/her needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| It is necessary to stretch the truth in describing a product to a customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I can easily sell an unwanted product to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I can manipulate the customer to achieve my own goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I get more satisfaction from selling the product than from helping the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I do just about anything to make a sale. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

How long have you been with the firm?  _____Years and _____ months

What proportion of your time do you spend in contact with customers?

☐ 0%  ☐ 10%  ☐ 20%  ☐ 30%  ☐ 40%  ☐ 50%  ☐ 60%  ☐ 70%  ☐ 80%  ☐ 90%  ☐ 100%

What proportion of your time are you interacting with your supervisor?

☐ 0%  ☐ 10%  ☐ 20%  ☐ 30%  ☐ 40%  ☐ 50%  ☐ 60%  ☐ 70%  ☐ 80%  ☐ 90%  ☐ 100%

What proportion of your total income comes from tips?

☐ 0%  ☐ 10%  ☐ 20%  ☐ 30%  ☐ 40%  ☐ 50%  ☐ 60%  ☐ 70%  ☐ 80%  ☐ 90%  ☐ 100%

What is your Gender?   Male        Female

# APPENDIX D

## STUDY 2 SUPERVISOR QUESTIONNAIRE

## RESTAURANT SAMPLE

How accurately can you describe the employee's work behavior?

Employee's Name _____

      This survey is designed to develop a new instrument for determining what kinds of people perform best at providing superior service to customers. Additionally, Amarillo Grill's management will be given a detailed report outlining the results found in the study. Therefore, it is very important to get your input on the surveys as well as the input from the contact employees.

      Once you are finished with the evaluation, please tear off this top cover page, which identifies the employee by name. Destroy the top page only. The evaluation form returned to the researcher identifies the employee with their social security code number only. The researcher will use the social security code number of the employee to tie your evaluation of the employee back to the employee's information. The employee will not see your evaluation of them. Therefore, please be totally honest in you evaluation.

Employee's Identification  _X_  _X_  _X_  --  ___  ___  --  ___  ___  ___  ___
                                        (Last 6 digits of SSN)

Think about the above employee when you are completing the questions. Simply use the list of activities to describe the employee as accurately as possible. Describe him/her as you generally see him/her at the present time. Beside each activity, please circle the number indicating how accurately that activity describes him/her, using the following rating scale:

|  | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| Helps orient new employees even though it is not required. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Always lends a helping hand to others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Willingly gives time to help other employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| "Keeps up" with developments in the company. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Attends functions that are not required, but that help the company image. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Will risk disapproval to express his/her beliefs about what's best for the firm. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Provides courteous service to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Resolves customer complaints or service problems in an efficient manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a customer has problems, he/she is sympathetic and reassuring. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/she is polite to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Provides services at the time it is promised. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Keeps accurate records. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When he/she promises to do things by a certain time, he/she does. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Completes service tasks correctly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall, His/her service performance is outstanding. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Others rate his/her service performance as admirable. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Generally, customers rate his/her service performance as exceptional. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| His/her service performance is better than other service providers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee is the kind of person who would try to pamper service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys nurturing the service customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee naturally reads the customer to identify the customers' needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee generally knows what service customers want before they ask. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a service delay has occurred, he/she finds satisfaction in informing the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|
| When the customer's needs cannot be met, he/she likes to inform the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys having the knowledge to answer customers' questions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The he/she enjoys delivering the intended services on time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys remembering customers' names. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys getting to know customers personally. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| Evaluate the employee's performance on the job. | Among the worst In the company | | | | Among the best In the company | | |
|---|---|---|---|---|---|---|---|
| Overall quantity of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall quality of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding customer relations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding management of time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding product knowledge. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance in satisfying customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

What is your Gender?    Male    Female

What is the employee's Job Title?    _____

**Thanks for your assistance!**

# APPENDIX E

## STUDY 3 EMPLOYEE PERSONALITY TRAIT QUESTIONNAIRE

## BANK SAMPLE

<u>Instructions</u>: Please take a few minutes to answer the following questions about yourself. Please respond to all of the questions, even if some seem repetitive or if you have to guess on some of them. Do not ponder very long on any one question. Put down your first response to each question. Remember, there are <u>no right</u> answers. Whatever answer you mark is the right answer. Your answers are very important to us and <u>will remain confidential</u>. Remember, you are anonymous, so please respond as candidly as possible.

To keep track of who has returned a completed questionnaire, please write down the last 6 digits of your social security number here.
We will be collecting a second questionnaire from you in a few weeks. We will use the last six digits of your social security number to match your survey responses from this first survey with the second survey. Your supervisor will not see your answers. We will use this identification method in order for you to remain anonymous and for your answers to remain confidential. Once you are finished, place the questionnaire in the envelop provided to you and send it to Fidelity HRD. HRD will send the questionnaires directly to the researcher at Oklahoma State University. Remember, *No one* in Fidelity will see your answers. The researcher from Oklahoma State University will be the only one who sees your answers. The researcher will make a follow up request to those employees who do not complete the survey the first time.

<u>X</u>  <u>X</u>  <u>X</u>  --  _____  _____  --  ____  ____  ____
(Last 6 digits of SSN)

Please circle the number that indicates how accurately the phrase or adjective describes how you feel or act. Circle the number that describes how you actually act in your daily life, <u>not</u> how you wish you would act. If the phrase <u>never</u> describes you, put a 1. If it rarely describes you, put a 2 or 3. If it sometimes describes you, put a 4, 5, or 6. If it very frequently describes you, put a 7 or 8. If it <u>always</u> describes you, put a 9.

| How often do you feel/act this way? | Never | | | | | | | Always | |
|---|---|---|---|---|---|---|---|---|---|
| Feel uncomfortable in a group of people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Feel bashful more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Quiet when with people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Shy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy buying expensive things. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Like to own nice things more than most people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Acquiring valuable things is important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy learning new things more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Prefer complex to simple problems. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Think hard before making decisions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy working on new ideas. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Information is my most important resource. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Focus on my body and how it feels. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Worry about making my body look good. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Devote time each day to improve my body. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Feel that making my body look good is important. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Work hard to keep my body healthy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Energetic in comparison to others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Keep really busy doing things. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Try to cram as much as possible into a day. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Extremely active in my daily life. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Have a hard time sitting around. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Always like to be doing something. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy competition more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Feel that it is important to outperform others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Enjoy testing my abilities against others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Feel that winning is extremely important. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| I try harder when I am in competition with other people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Moody more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Temperamental. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Touchy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Envious. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Emotions go way up and down. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Testy more than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Frequently feel highly creative. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Imaginative. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Appreciate art. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Find novel solutions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| More original than others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Rude with others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Harsh when others make a mistake. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Tender hearted with others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

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| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Sympathetic. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Charitable to others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Softhearted. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Careless. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Precise. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Efficient. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Conform to rules. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Organized. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Orderly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Long term goal oriented. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Achieving success is extremely important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| When doing a task, I set a deadline for completion. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Set long term goals for the future. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Approach tasks in a very serious manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| My abilities and efforts determine my success. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Ambitious. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| I am driven to get ahead. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| I have a strong desire to succeed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

# APPENDIX F

## STUDY 3 EMPLOYEE SECOND QUESTIONNAIRE
### BANK SAMPLE

**Instructions:** Please take a few minutes to answer the following questions about yourself. Please respond to all of the questions, even if some seem repetitive or if you have to guess on some of them. Do not ponder very long on any one question. Put down your first response to each question. Remember, there are no right answers. Whatever answer you mark is the right answer. Your answers are very important to us and will remain confidential. Remember, you are anonymous, so please respond as candidly as possible.

To keep track of who has returned a completed questionnaire, please write down the last 6 digits of your social security number here. We have also asked your supervisor to complete a similar but shorter questionnaire concerning aspects of your work environment. We will use the last six digits of your social security number to match your survey responses with your supervisor's survey responses. Your supervisor will not be asked to identify you by name. Additionally, your supervisor will not see your answers. We will use this identification method in order for you to remain anonymous and for your answers to remain confidential. Once you are finished, place the questionnaire in the envelop provided to you and send it directly to the researcher in the Self-addressed stamped envelop. Remember, *No one* in Fidelity will see your answers. The researcher from Oklahoma State University will be the only one who sees your answers. The researcher will make a follow up request to those employees who do not complete the survey the first time.

___X_ _X_ _X_ -- _____ _____ -- ____ ____ ____
(Last 6 digits of SSN)

| | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|
| I am the kind of person who would try to pamper service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy nurturing my service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I feel gratified when I am patient with an obnoxious customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I take pleasure in making every customer feel like he/she is the only customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I take pleasure in treating upset customers courteously. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Every customer's problem is important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I take pleasure in getting customers to communicate their service needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I thrive on giving individual attention to each customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I naturally read the customer to identify his/her needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I generally know what service customers want before they ask. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy anticipating the needs of service customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am inclined to read the service customer's body language to determine how much interaction to give. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Customers should not have to ask. I should anticipate their needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a service delay has occurred, I find satisfaction in informing the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When the customer's needs cannot be met, I like to inform him/her. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If I can't solve the service customer's problem, I enjoy researching the problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy having the knowledge to answer customers' questions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy delivering the intended services on time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I find a great deal of satisfaction in completing tasks precisely for customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy having the confidence to provide good service. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The knowledge of how to serve customers comes naturally for me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Making customers feel very comfortable with the service exchange is satisfying to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy providing friendly service. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy remembering my customers' names. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy getting to know customers personally. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| How do you think your employer evaluates your performance on the job? | Among the worst In Fidelity Bank | | | | | | Among the best In Fidelity Bank |
|---|---|---|---|---|---|---|---|
| Overall quantity of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall quality of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding customer relations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding management of time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding product knowledge. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance in satisfying customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Remember, You are mailing this survey directly to the researcher. No one in Fidelity will see your responses. Please be totally honest in your responses.

| | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|
| I am generally very satisfied with Fidelity's response to my requests. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I think my supervisor treats me fairly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Other workers are treated more generously by Fidelity. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am generally very satisfied with Fidelity's response to my complaints. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| I try to help customers achieve their goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to achieve my goals by satisfying customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to bring a customer with a problem together with a product that helps him/her solve the problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to get customers to discuss their needs with me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I try to find out what kind of product would be most helpful to a customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I find it easy to smile at each of my customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| It comes naturally to have empathy for my customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy responding quickly to my customers's requests. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I really enjoy serving my customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

In the next section, describe how **SATISFIED** you are with each of the following:

| | Very Dissatisfied | | | | | Very Satisfied | |
|---|---|---|---|---|---|---|---|
| Your overall job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your fellow workers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your supervisor(s). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your organization's policies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The support provided by your organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your salary or wages. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Your opportunities for advancement with this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Treatment by employer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Physical appearance of work area. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Variety of work tasks performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Work atmosphere. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The amount of performance feedback from my supervisor. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The quality of performance feedback from my supervisor. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Directions on ways to improve my performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| The relationship that my firm has with me: | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| ....is something we are very committed to. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is very important to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is of very little significance to us. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is something I intend to maintain indefinitely. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is very much like being family. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....is something I really care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| ....deserves my maximum effort to maintain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

At this moment I am feeling....

| Good | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Bad |
|---|---|---|---|---|---|---|---|---|
| Pleasant | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Unpleasant |
| Happy | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Sad |
| Positive | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Negative |

| | Strongly Disagree | | | | | | Strongly Agree |
|---|---|---|---|---|---|---|---|
| I keep alert of weaknesses in a customer's personality so I can use them to put pressure on him/her to buy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If I am not sure a product is right for a customer, I will still apply pressure to get him/her to buy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I decide what products to offer on the basis of what I can convince customers to buy, not on the basis of what will satisfy them in the long run. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I spend more time trying to persuade a customer to buy than I do trying to discover his/her needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| It is necessary to stretch the truth in describing a product to a customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I work hard to sell as many of our products to our customers as possible. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I look to find new opportunities to sell products to my customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy overcoming customer objections to make a sell. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If a customer says "no" to a selling attempt, I can readily comeback with a new approach. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I watch my customer's reactions in order to find the best approach to get a sale. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am willing to agree with customer's views in order to help make a sale. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I can easily sell an unwanted product to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I can manipulate the customer to achieve my own goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I get more satisfaction from selling the product than from helping the customer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I do just about anything to make a sale. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | Strongly Disagree | | | | | Strongly Agree |
|---|---|---|---|---|---|---|
| There have been occasions when I took advantage of someone. | 1 | 2 | 3 | 4 | 5 | 6 |
| I sometimes try to get even rather than forgive and forget. | 1 | 2 | 3 | 4 | 5 | 6 |
| At times I have really insisted on having things my own way. | 1 | 2 | 3 | 4 | 5 | 6 |
| I have never deliberately said something that hurt someone's feelings. | 1 | 2 | 3 | 4 | 5 | 6 |
| I'm always willing to admit it when I make a mistake. | 1 | 2 | 3 | 4 | 5 | 6 |
| I like to gossip at times. | 1 | 2 | 3 | 4 | 5 | 6 |
| I have never been irked when people expressed ideas very different from my own. | 1 | 2 | 3 | 4 | 5 | 6 |

How accurately can you describe your work behavior?
Please use this list of activities to describe yourself as accurately as possible. Describe yourself as you see yourself at the present time, not as you wish to be in the future. Describe yourself as you are generally or typically each day. Remember, your supervisor will NOT see your responses!!! Beside each activity, please circle the number indicating how accurately that activity describes you, using the following rating scale:

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| I help orient new employees even though it is not required. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I always lend a helping hand to others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I willingly give time to help other employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I "keep up" with developments in the company. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I attend functions that are not required, but that help the company image. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I will risk disapproval in order to express my beliefs about what's best for the company. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I provide courteous service to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I resolve customer complaints or service problems in an efficient manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a customer has problems, I am sympathetic and reassuring. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am polite to customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I provide services at the time it is promised. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I keep accurate records. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When I promise to do things by a certain time, I do. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I complete service tasks correctly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall, my service performance is outstanding. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Others rate my service performance as admirable. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Generally, customers rate my service performance as exceptional. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My service performance is better than other service providers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

How long have you been with Fidelity? _____ Years and _____ months

What proportion of your time do you spend in contact with customers?

☐ 0%  ☐ 10%  ☐ 20%  ☐ 30%  ☐ 40%  ☐ 50%  ☐ 60%  ☐ 70%  ☐ 80%  ☐ 90%  ☐ 100%

What proportion of your time are you interacting with your supervisor?

☐ 0%  ☐ 10%  ☐ 20%  ☐ 30%  ☐ 40%  ☐ 50%  ☐ 60%  ☐ 70%  ☐ 80%  ☐ 90%  ☐ 100%

What is your Gender?    Male    Female

What year were you born?    _____

# APPENDIX G

## STUDY 3 SUPERVISOR QUESTIONNAIRE

## BANK SAMPLE

How accurately can you describe the employee's work behavior?

Employee's Name    _____

       This survey is designed to develop a new instrument for determining what kinds of people perform best at providing superior service to customers. Additionally, Fidelity Bank's management will be given a detailed report outlining the results found in the study. Therefore, it is very important to get your input on the surveys as well as the input from the contact employees.

       Once you are finished with the evaluation, please tear off this top cover page, which identifies the employee by name. Destroy the top page only. The evaluation form returned to the researcher identifies the employee with their social security code number only. The researcher will use the social security code number of the employee to tie your evaluation of the employee back to the employee's information. The employee will not see your evaluation of them. Therefore, please be totally honest in you evaluation.

Employee's Identification __X_ __X_ __X_ -- ____ ____ -- ____ ____ ____ ____
                                    (Last 6 digits of SSN)

Think about the above employee when you are completing the questions.  Simply use the list of activities to describe the employee as accurately as possible.  Describe him/her as you generally see him/her at the present time.  Beside each activity, please circle the number indicating how accurately that activity describes him/her, using the following rating scale:

| | Strongly Disagree | | | | | Strongly Agree | |
|---|---|---|---|---|---|---|---|
| Helps orient new employees even though it is not required . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Always lends a helping hand to others . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Willingly gives time to help other employees . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| "Keeps up" with developments in Fidelity . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Provides courteous service to customers . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Resolves customer complaints or service problems in an efficient manner . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a customer has problems, he/she is sympathetic and reassuring . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/she is polite to customers . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Keeps accurate records . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When he/she promises to do things by a certain time, he/she does . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Completes service tasks correctly . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She complies with Fidelity norms . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She follows Fidelity rules . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall, His/her service performance is outstanding . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Others rate his/her service performance as admirable . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| His/her service performance is better than other service providers . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee is the kind of person who would try to pamper service customers . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys nurturing the service customer . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee naturally reads the customer to identify the customers' needs | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee generally knows what service customers want before they ask | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When a service delay has occurred, he/she finds satisfaction in informing the customer . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When the customer's needs cannot be met, he/she likes to inform the customer . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys having the knowledge to answer customers' questions | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She enjoys delivering the intended services on time . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys remembering customers' names . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The employee enjoys getting to know customers personally . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She decides what products to offer on the basis of what the customers can be convinced to buy, not on the basis of what will satisfy them in the long run . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If He/She is not sure a product is right for a customer, He/She will still apply pressure to get the customer to buy . . . . . . . . . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She keeps alert of weaknesses in a customer's personality so He/She can use the traits to put pressure on the customer to buy . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She tries to get the customers to discuss their needs . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She tries to achieve his/her own goals by satisfying customers . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| He/She tries to help customers achieve their goals . . . . . . . . . . . . . . . . . . . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

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<u>Evaluate the employee's performance on the job.</u>

| | Among the worst In the company | | | | Among the best In the company | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall quantity of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Overall quality of work performed. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding customer relations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding management of time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Quality of performance regarding product knowledge. | | | | | | | |
| Quality of performance in satisfying customers. | | | | | | | |

What is the employee's Job Title?  _____

What is the employee's Gender?    Male      Female

What is _your_ Gender?   Male      Female

Thanks for your assistance!

# APPENDIX H

# IRB FORMS

# OKLAHOMA STATE UNIVERSITY
## INSTITUTIONAL REVIEW BOARD

**DATE:** 10-07-98

**IRB #: BU-99-005**

**Proposal Title:** ANTECEDENTS & CONSEQUENCES OF THE CONTACT EMPLOYEE'S SERVICE ORIENTATION: FROM PERSONALITY TRAITS TO SERVICE BEHAVIORS

**Principal Investigator(s):** John C. Mowen, D. Todd Donavan, Tom J. Brown

**Reviewed and Processed as:** Exempt

**Approval Status Recommended by Reviewer(s):** Approved

Signature: *Carol Olson*        Date: October 9, 1998

Carol Olson, Director of University Research Compliance
cc: D. Todd Donavan

Approvals are valid for one calendar year, after which time a request for continuation must be submitted. Any modification to the research project approved by the IRB must be submitted for approval. Approved projects are subject to monitoring by the IRB. Expedited and exempt projects may be reviewed by the full Institutional Review Board.

# OKLAHOMA STATE UNIVERSITY
## INSTITUTIONAL REVIEW BOARD

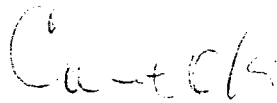**DATE:** 12-09-98

**IRB #:** BU-99-010

**Proposal Title:** ANTECEDENTS & CONSEQUENCES OF THE CONTACT EMPLOYEE'S SERVICE ORIENTATION: FROM PERSONALITY TRAITS TO SERVICE BEHAVIORS-PART II

**Principal Investigator(s):** John C. Mowen, D. Todd Donavan, Tom J. Brown

**Reviewed and Processed as:** Exempt

**Approval Status Recommended by Reviewer(s):** Approved

---

Signature: *[signature]*

Date: December 10, 1998

Carol Olson, Director of University Research Compliance
cc: D. Todd Donavan

Approvals are valid for one calendar year, after which time a request for continuation must be submitted. Any modification to the research project approved by the IRB must be submitted for approval. Approved projects are subject to monitoring by the IRB. Expedited and exempt projects may be reviewed by the full Institutional Review Board.

# VITA ⅔

## D. Todd Donavan

### Candidate for the Degree of

### Doctor of Philosophy

**Thesis:** ANTECEDENTS AND CONSEQUENCES OF THE CONTACT
EMPLOYEE'S SERVICE ORIENTATION: FROM PERSONALITY
TRAITS TO SERVICE BEHAVIORS

**Major Field:** Business Administration

**Biographical:**

**Personal Data:** Born in Dodge City, Kansas, on November 20, 1963, the son
of Edward R. and LaVerne J. Donavan.

**Education:** Graduated from Dodge City High School, Dodge City, Kansas in
May 1982; received Bachelor of Science in Business Administration from
Oklahoma State University in December 1986. Received Masters in
Business Administration degree from Wichita State University in May
1994. Completed the requirements for the Doctor of Philosophy in
Business Administration degree at Oklahoma State University in June
1999.

**Experience:** Worked as a retail sales consultant while working on
undergraduate degree; worked for seven years after graduating from the
undergraduate degree as a Vice President and loan officer assisting
consumers and businesses with their financial needs.

**Professional Memberships:** American Marketing Association; Society for
Marketing Advances.