

THE RELATIONSHIP AMONG WORK SUPPORT,  
ORGANIZATION COMMITMENT AND CITIZENSHIP  
BEHAVIOR OF PART-TIME EMPLOYEES IN THE  
RESTAURANT INDUSTRY

By

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## CHAPTER I

### INTRODUCTION

#### 1.1 Background

Many organizations increasingly hire part-time employees because of the traditional labor shortage (Clinton, 1997; Ilg & Clinton, 1998; Stamper & Van Dyne, 2001). Stamper and Van Dyne (2001) found that 16 to 18 percent of the U.S. workforce is made up of part-time employees. Moreover, the service industry has the most part-time positions of any industry in the U.S., especially relative to the sales and restaurant industries (Noollen & Axel, 1995; Stamper & Van Dyne, 2001).

There are nearly 13 million employees working in the restaurant industry, and this population has been predicted to grow to 14.4 million by 2016 (NRA, 2009). Moreover, the major manpower in the restaurant industry is provided by part-time employees (Cho & Johanson, 2008). Besides, the part-time employee is the source of human resource capital which the restaurant industry prefers to engage (Nollen & Axel, 1995).

The definition of a part-time employee is someone who usually works 40 hours or less per week (Woods, 2006). In addition, these employees typically are not provided with medical insurance or other benefit packages.



In sum, a contingent workforce offers various advantages for a food service institution, such as flexible shifts, flexible arrangements, and economic personnel, thereby resulting in cost savings (Dan & James, 2002). Besides, flexible shifts are valuable in providing extra help during periods of peak business.

Despite the advantages to restaurant owners provided by the employment of part-time workers, they usually are assigned similar duties and are expected to perform at the same level as full-time employees (Inman & Enz, 1995). Moreover, part-time employees play a central role in delivering service to customers (Stamper & Van Dyne, 2003). Thus, based on the consideration of personnel expenses, the hiring of part-time workers is seen to be economical, especially in the labor-intensive restaurant industry.

However, many managers treat part-time employees differently than permanent workers because they think part-time workers do not have the same ability, loyalty, and reliability as permanent workers (Inman & Enz, 1995). Accordingly, the managers' unequal treatment has affected the part-time employees' enthusiasm especially when they are presented with the same job task, responsibilities, and expectations of work performance as permanent workers (Cho & Johanson, 2008).

Therefore, this potential workforce cannot be disregarded. Moreover, it can be predicted that the rate of hiring of part-time employees will increase continuously in view of the current poor economic conditions. Accordingly, increasing emphasis should be put on the relationship among part-time employees, supervisors, managers, and organizations.

Many empirical studies compared full-time with part-time employees, their work performance, attitude, satisfaction, turnover rate, and commitment (e.g., Cho & Johanson, 2007; Shockey & Mueller, 1994; Stamper & Van Dyne, 2001; Van Dyne & Ang, 1998).

However, the findings are inconsistent. For instance, the study of Peters et al. (1981) compared the work attitudes of part-time and full-time employees. The study indicated that full-time employees have more commitment and loyalty toward their organization than part-time employees. Additionally, the study explained why managers treat part-time and full-time employees differently: managers perceived part-time employees as having less ability, loyalty, commitment, and reliability than full-time employees (Gannon, 1975; Inman & Enz, 1995; Ronen, 1984; Rotchford & Roberts, 1982).

Nevertheless, other studies indicate that work status is not the factor which might impact employees' performances and turnover rate (e.g., Jackofsky & Peters, 1987; Inman & Enz, 1995).

The inconsistent findings are not surprising. Cho and Johanson's (2008) study indicated that fewer benefits and different treatment could also be factors affecting part-time employees' enthusiasm. Thus, it is not considered appropriate in this study to compare full-time and part-time employees in regard to their job-related attitudes, such as work performance, commitment, job satisfaction, organization citizenship behavior, and so forth.

However, few studies have investigated only part-time employees' perceptions toward their companies in the restaurant industry. This study will examine the perceptions of work support, organizational commitment (OC), organizational citizenship behavior (OCB), and job satisfaction (SA) among part-time employees in the restaurant industry due to the dearth of empirical researches in this arena.

## 1.2 Purpose and Objective of the Study

The purpose of this study is to explore the structural relationships among such perceptual variables for part-time employees at both chain and independent restaurants.

The specific objectives of the study are as following:

- 1) To examine the influence of supervisor support (SS) on part-time employees' perceptions of organizational support (OS) and citizenship behavior (OCB).
- 2) To explore the influence of organizational support (OS) on part-time employees' organizational commitment (OC).
- 3) To investigate the influence of organizational commitment (OC) on part-time employees' organizational citizenship behavior (OCB) and job satisfaction (SA).
- 4) To examine if there is a difference in employees' perceptions toward organizational support (OS) between those working in chain restaurants on the one hand and independent restaurants on the other.
- 5) To examine if there is a difference in employees' perceptions toward SS between chain and independent restaurants.
- 6) To examine if there is a difference in employees' OC between chain and independent restaurants.

### 1.3 Research Significance

The findings of this study can be used by restaurant operators to better understand part-time employees' perceptions of and commitment toward their institutions.

Furthermore, managers could also improve or remodel the management system in order to reduce part-time employees' turnover rate or increase their job satisfaction.

Assuming that the influences of the factors for part-time employees are significant and positive based on this study, restaurant managers should pay more attention to part-time employees. In addition, assuming that the findings show that part-time employees have a different level of OS and SS perceptions as well as a different OC level at chain and independent restaurants, restaurant managers should consider taking into account the benefits by different management systems in order to meet the employees' expectations.

## CHAPTER II

### REVIEW OF LITERATURE

#### 2.1 Organization Support and Supervisor Support

Dienhartt et al. (1992) indicated that the purpose of organizational support (OS) is to let servers offer optimal service quality to their customers. The actions of OS are service training and service systems design. Exchange theories are used to explain the conceivable differences of the employment relationship (Cho & Johanson, 2008; Tsui, Pearce, Porter, & Tripoli, 1997; Tsui & Wu, 2005; Van Dyne & Ang, 1998).

There are two viewpoints of exchange theory used to interpret the relationship between employees and organizations: economic exchange and social exchange. However, the process of economic exchange is not the way which a manager would like to keep a long-term relationship with employees (Tsui et al., 1997; Van Dyne & Ang, 1998, Cho & Johanson, 2008). A manager could maintain a long-term relationship with employees through social exchange. The aspect of social exchange theory is about how a manager treats his or her employees. The actions of social exchange are, for example, the encouragement, recognition, and respect offered to employees by an organization (Zhou & George, 2001).

Thus, the social exchange theory is commonly adopted to administer the explanation of OS (Loi et al., 2006). Eisenberger et al. (1986) defined OS as how employees perceive the organization's consideration of them and how the manager demonstrates care for their personal contribution. In addition, Wong and Lin (2006) pointed out that OS could mitigate employees' job stress. Eisenberger (1990) wrote that employees exhibit their attitudes and behaviors in order to balance the relationship between them and their organization. Thus, an employee's performance is based on how the manager makes a commitment to him or her.

Loi et al. (2006) indicated that employees would have a strong identification with and loyalty to the organization if they receive a high level of organizational support. Hence, according to the aspect of reciprocity, Eisenberger et al. (2001) indicated that an increased level of employees' OS perception could cause them to take more responsibility for the organization's prosperity and objectives (Eisenberger et al., 2001).

The idea of supervisor support is similar to organizational support. An employee's perception of supervisor support is based on how the supervisors pay attention to his/her well-being and contribution to the job (Eisenberger et al., 2002; Kottke and Sharafinski, 1998). Leader-member exchange is another theory used to explain the concept of supervisor support. Leader-member exchange theory explains how employees develop a relationship with their close supervisors (Dansereau et al., 1975).

The level of influence of supervisors on employees is one of the essential factors to be considered in the assumption of leader-member exchange (Kim, O'NEILL, & Cho, 2009). According to the findings of Graen and Cashman (1975), supervisors interact

differently with each employee in a group. Some studies proposed that employees would receive a different level of attention from supervisors since supervisors typically like to develop close relationships with employees who are at a higher level of leader-member exchange because their resources and time are finite (e.g., Dienesch & Liden, 1986; Kamdar & Van Dyne, 2007; Lam, 2003; Liden & Maslyn, 1998; Liden et al., 1997). Accordingly, these higher-level employees tend to receive more support, resources, and other benefits than the employees who do not have close relationships with their supervisors.

Ross (1993) discussed the restaurant industry as an example. This study revealed that supervisors are helpful in mitigating their employees' arguments between customers and other colleagues. In addition, supervisor support not only can reduce employees' job stress, but also can enhance their job satisfaction (Babin & Boles, 1996). Levinson (1995) suggested that employees consider supervisors' behaviors and actions being representative of the organization. Based on this finding, the relationship between supervisor support and organizational support is positive. Therefore, both factors could improve employees' willingness to help an organization to achieve its objectives and reduce employees' turnover rates (Rhoer et al., 2001).

Following from the statement above, the support component in an organization could be distinguished between organizational support and supervisor supports. Empirical studies have deliberated as to what organizational support and supervisor support meant to employees and how their perceptions related to the employees' job performance.

However, some studies might argue that part-time employees have less motivation since they do not perceive that they enjoy as much organizational support as do full-time employees (e.g. Cho & Johanson, 2008; Stamper & Van Dyne, 2001). In addition, it is difficult to find studies covering whether employees have different perceptions of OS and SS in various types of restaurants. Thus, this study compares part-time employees' perceptions of OS and SS between chain and independent restaurants.

## 2.2 Organizational Support and Organizational Commitment

Organizational commitment (OC) correlates more with how employees identify their organization (Meyer, Allen, & Smith, 1993). Mathieu and Zajac (1990) defined OC for employees as their attachment for and identification with their organization. Moreover, Eisenberger, Huntington, Hutchison, and Sowa (1986) indicated there is a strong relationship between employees' psychological affection and their awareness of organizational commitment. Based on the study by Mowday et al. (1982), as employees make a commitment to their organization, they also like to put forth efforts to achieve the organization's goals and objectives.

Moreover, Allen and Meyer (1990) had a similar definition of OC, which referred to the employees' personal feelings toward and involvement in their organization. There are several influences of OC on employees' behavior, such as retention, attendance, and efficiency. Again, employees' positive behaviors are expected when they commit to an organization. The positive behaviors are as following: reinforced likelihood of retention and efficiency, and increasing loyalty (Bloenner & Odekerken-Schroder, 2006; McNeese-Smith, 1995; Reilly & Orsak, 1991).



In terms of the relationship among SS, OS, and OC, the social network theory which is based on a customer context in marketing literature is used to interpret the relationship among employees, supervisor, and organization (Cho, Johanson, & Guchait, 2009). In the customer context, one of the marketing theories suggests that the relationships among customers, service providers, and service-provider companies are interconnected with one another (Hansen et al., 2003). Moreover, some studies manifested this theory. For instance, Bitner et al. (1994) found that the interaction between customers and service providers has a significant influence on customers' satisfaction. Besides, Hansen et al. (2003) indicated that customers would maintain a relationship with their service company when they trust in the service provider.

Cho, Johanson, & Guchait (2009) addressed the marketing theory under the employee context. The study found that, when employees perceive improved supervisor support, they also believe that organizational support is enhanced, since they believe the supervisor is the agent of organization. Certainly, the perception also serves to improve employees' organizational commitment.

Eisenberger et al. (2002) found that increased perception of OS could make employees take on more responsibility for an organization's prosperity and objectives. Besides, Loi et al. (2006) indicated that employees would have strong identification with and loyalty to the organization when they receive high levels of organizational support. Furthermore, a study indicated that OS and SS are the factors that impacted employees' OC (Cho & Johanson, 2008). Eisenberger et al. (1990) suggested that, when employees could identify a high level of OS, they would feel a greater obligation to dedicate themselves to the organization and demonstrate a high level of OC. Therefore,

employees who have strong perceptions of OS and SS would have higher levels of OC and also could increase their job satisfaction, or decrease their turnover intentions (Cho & Johanson, 2008).

Most studies compare the levels of OC between full-time employees and part-time employees. Some studies claim that part-time employees' OC level is lower than that of full-time employees (e.g. Dick de G., 2003; Lee & Johnson, 1991; Stamper & Dyne, 2003). However, there are some possible influences on part-time employees' OC. For instance, Moorman and Harland (2002) suggested that, when part-time employees received consistent treatment as full-time employees, some of them would display increased commitment. Furthermore, part-time employees would evidence higher levels of OC in comparison with permanent employees when they felt that managers respected them (Cho & Johanson's, 2008). Thus, one might conclude that OS and SS could affect part-time employees' OC.

According to the summary of the literature above, few studies covered the effect of part-time employees' perception of SS on OS and the effect of part-time employees' OS on OC. Therefore, this study will explore whether or not a positive relationship exists between SS and OS, as well as between OS and OC, for part-time restaurant employees. In addition, the study will also compare whether there are different levels of OC between part-time employees working for chain restaurants and those working for independent restaurants.

### 2.3 Organizational Commitment and Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is used to explain why employees' performance differs such that some employees perform at levels beyond what is required (Organ, 1998). Based on empirical studies (e.g., Cho & Johanson, 2008; Johanson & Cho, 2007; Moorman & Blakely, 1996; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Stamper & Van Dyne, 2001), OCB relates to the behavioral patterns regarding who is willing to make extra efforts in undertaking informal tasks. Organ (1998, p.4) defined OCB as "...individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization..."

Yen and Niehoff (2004) suggested that a manager usually expects that his/her employees should contribute extra effort to improve work efficiency. Podsakoff (2000) implied that when employees display extra effort, they also could decrease their working time and improve the relationship between managers and colleagues. The extra efforts are indicated as exhibiting enthusiasm, helping other peers, participating in the organization's activities enthusiastically, and other efforts which are contributed to support institutions (Moorman & Blakely, 1995). However, based on the exchange theory, when employees define the relationship between them and an organization as an economic exchange, they only provide limited efforts to meet the basic job requirement (Cho & Johanson, 2008; Stamper & Van Dyne, 2001; Yen & Niehoff, 2004).

Dick (2003) demonstrated that employees' OCB is important for an institution to have a fine reputation. Moreover, OCB has been advanced by many researchers in many different specific dimensions. For instance, the dimensions of OCBs could be related to

helping behavior (Borman & Motowidlo, 1993; Graham, 1994; George & Brief, 1992; George & Jones, 1997; Moorman & Blakely, 1995; Organ 1988; Smith, Organ & Near, 1983; Van Scotter & Motowidlo, 1996; Williams & Anderson, 1991), organizational loyalty (Borman & Motowidlo, 1993; George & Jones, 1997; Graham, 1994; George & Brief, 1992; Graham, 1991; Moorman & Blakely, 1995), organizational compliance (Borman & Morowidlo, 1997; Graham, 1991; Smith, Organ & Near, 1983; Williams & Anderson, 1991; Van Scotter & Motowidlo, 1996), individual initiative (Borman & Motowidlo, 1993; Graham 1994; George & Brief, 1992; George & Jones, 1997; Moorman & Blakely, 1995; Organ 1988; Van Scotter & Motowidlo, 1996), civic virtue (George & Brief, 1992; George & Jones, 1997; Organ, 1988; Gaham, 1991), and self-development (George & Brief, 1992; George & Jones, 1997).

Even though the dimensions of OCBs have been demonstrated to be useful for examining employees' OCB, a researcher should choose dimensions which are relevant to his or her study (Van Dyne, 1994). This study adopts four dimensions of OCBs which were proposed by Van Dyne, Graham, and Dienesch (1994). The four dimensions of OCBs are as follows:

- (1) Interpersonal helping, which means the cooperation between peers when it is needed;
- (2) Individual initiative, which is indicated by behaviors that could improve work performance by employees' voluntary acts;
- (3) Personal industry, which is a person's work performance, including extra responsibilities and efforts; and
- (4) Loyal boosterism, which is the organizational image portrayed to outsiders by employees' promotion.

Findings regarding the relationship between employees' OC and OCB are inconsistent. For instance, Feather and Rauter (2004) pointed out that the relationship between OC and OCB is surely correlated with full-time employees, but the relationship has less significance for part-time employees. Van Dyne and Ang (1998) had a different understanding of the relationship between OC and OCB for part-time employees. Their findings not only indicated that part-time employees would like to reinforce the relationship between OC and OCB, but also it implied that part-time employees' OCBs are conditional on their OC. Cho and Johanson (2008) also found that there is a strong and significant influence of OC on OCB for part-time employees.

In the hospitality industry, study for part-time employees' OC and OCB is rare since many people think part-time employees' OC and OCB level cannot be compared with that of full-time employees. However, since the major workforce in the restaurant industry is part-time employees (Cho & Jonhanson, 2008), it is meaningful to investigate the relationship between OC and OCB for part-time employees in the restaurant industry. Therefore, based on the insufficient and inconsistent findings of previous studies, this study will explore whether or not OC has a positive influence on OCB for part-time employees in the restaurant industry.

## 2.4 Organizational Commitment and Job Satisfaction

Job satisfaction could be defined as employees' evaluation of their job (Hartline & Ferrell, 1996). Normally, when employees have positive and enjoyable feelings toward their work, one can say they have job satisfaction (Locke, 1976). Furthermore, Spinelli and Canavos (2000) suggested that a satisfied employee should have a chance to participate in decision-making, have equal opportunities for training, receive equal benefits, and get quick responses from their managers. In addition, Brown and Peterson (1993) highlighted several factors that positively affect employees' satisfaction, such as supervisors' treatment, salary, relationship between co-workers and customers, and so forth.

Another study (Tas, Spalding, & Getty, 1989) compared the difference in job satisfaction between full-time and part-time employees. The results showed no statistically significant difference in job satisfaction between the two groups. In addition, Spinelli and Canavos (2000) found that employees' emotion and attitude impacted customers' perceptions.

Job performance is the one of important results relating an employee's job satisfaction (Iaffaldano & Muchinsky, 1985). Some studies found a close relationship between job satisfaction and employees' work behaviors, especially in the hospitality industry. For instance, Hartline and Ferrell's (1996) finding proposed that there is a positive relationship between employees' job satisfaction and service quality. Schneider (1980) also found that high service quality results from high employee job satisfaction. Therefore, managers could assure customers of high service quality by seeking to improve employees' job satisfaction (Arnett et al., 2002).

Since customers' satisfaction relates to the server, hospitality operators should consider the influence of employees' job satisfaction on their service quality (Arnett et al., 2002). Rogers, Clow, and Kash (1994) pointed out several ways to increase servers' job satisfaction. First, managers and supervisors should have efficient communication with their employees. Second, creating a clear management structure would help employees to respond to customers accurately and quickly (Rogers, Clow, & Kash, 1994). Third, increase employees' organizational commitment level (Babin & Boles, 1996; Birnbaum & Somers, 1993).

Some studies exhibited the positive relationship between job satisfaction and job behaviors (e.g., Babin & Boles, 1996; Birnbaum & Somers, 1993). The results implied that employees display their organizational commitment when they are satisfied with their jobs, but do not if they are dissatisfied. Moreover, Shaw (1999) claimed that the relationship between employees' job satisfaction and turnover rate is an inverse one. Mobely (1997) argued that employees would quit or change jobs to other institutions when they are not satisfied with their individual jobs.

The above literature gives a clear summary of the interconnections of OC and SA. However, few empirical studies focus on the relationship of OC with SA for part-time employees in the restaurant industry. Thus, this study will seek to find out if OC and SA have a positive relationship and, if so, whether their relationship exerts a significant effect on job satisfaction.

## 2.5 Supervisor Support and Organizational Citizenship Behavior

The leader-member exchange theory is utilized to demonstrate the relationship between supervisor support (SS) and organizational citizenship behavior (OCB). Employees make efforts on their job in order to reciprocate high level relationship of leader-member exchange (Wayne et al., 2002). Dienesch and Liden (1986) indicated that the behaviors in the leader-member exchange refer to a supervisor's exhibition towards an employee of trust, support, response, and information-sharing. Generally, an employee's performance in reciprocating is not stipulated by the job description (Liden et al., 1997; Liden & Graen, 1980).

In addition, Hackett et al. (2003) found that the relationship between leader-member exchange and OCB is positive and impacts some workers. Mayfield and Mayfield (1998) had proved the positive relationship between supervisor support (leader-member exchange) and OCB. The study also posited that the quality of the leader-member exchange not only impacts employees' OCB, but also relates to their turnover intention. One can imply through the study that an institution would pay a great cost for having a low quality of leader-member exchange wherein employees receive low supervisor support. Some studies have illustrated the relationship between supervisor support and OCB (e.g. Cropanzano & Mitchell, 2005; Hui et al., 1999; Ilies et al., 2007; Masterson et al., 2000; Setton et al., 1996; Wayne et al., 1997; Podsakoff et al, 1996; Felfe & Schyns, 2004). The studies indicated that employees' good performances of OCB are associated with higher quality of supervisor support. However, other studies have opposite findings which showed that the relationship between supervisor support and OCB was not significant (e.g. Wayne et al., 2002)



Front-line employees or servers are the majority of the workforce in the restaurant industry. They also interact with their supervisors frequently and directly. Therefore, the employees are in a position to easily compare and observe their supervisor's interaction with them and others. In this discussion, Janssen and Van Yperen's (2004) study asserted that the role of supervisor is a powerful one. The study also indicated that employees who are in the same team do not receive the same supports from the supervisor due to limitations of time and resources. Felfe and Schyns (2004) suggested that employees would show higher levels of OCB when they perceived that they were receiving higher levels of supervisor support.

In conclusion, supervisor support correlates with employees' good performance of OCB. However, not every employee can receive the same supervisor support level and present the improved performance of OCB (Janssen and Van Yperen's, 2004). Based on this point of view, this study would like to investigate whether part-time employees who are always ignored have a significant and positive relationship between supervisor support and OCB.

## 2.6 Research Hypothesis

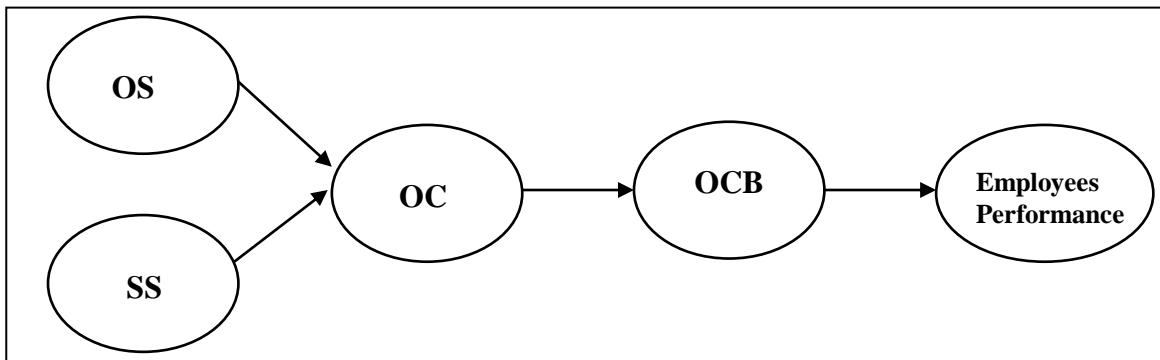
Based on the literature review of organizational support (OS), supervisor support (SS), organizational commitment (OC), organizational citizenship behavior (OCB), and job satisfaction (SA) regarding part-time employees working at chain and independent restaurants, the hypotheses of this study are as follows:

- H1: The perceived supervisor support (SS) has a positive effect on organizational support (OS).
- H2: The perceived organizational support (OS) has a positive effect on organizational commitment (OC).
- H3: The organizational commitment (OC) has a positive effect on job satisfaction (SA).
- H4: The organizational commitment (OC) has a positive effect on organizational citizenship behavior (OCB).
- H5: The supervisor support (SS) perception has a positive effect on organizational citizenship behavior (OCB).
- H6: Part-time employees working at chain and independent restaurants have different perceptions of organizational support (OS).
- H7: Part-time employees working at chain and independent restaurants have different perceptions of supervisor support (SS).
- H8: Part-time employees working at chain and independent restaurants have different level of organizational commitment (OC).

## 2.7 Conceptual Model

The conceptual model in this study is based on the model developed on Cho and Johanson (2008) (Figure 1). Similarly, the conceptual diagram shown in Figure 2 reveals the hypotheses for this study and shows the hypothesized relationship among the constructs.

Figure 1

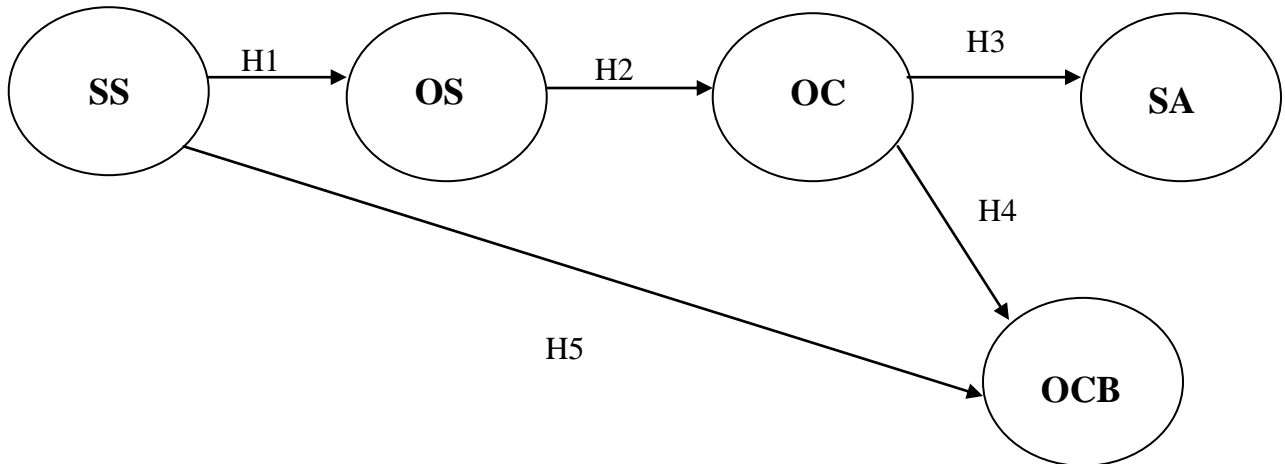


(Adapted from: Cho, S., & Johanson, M. M. (2008). Organizational citizenship behavior and employee performance: A moderating effect of work status in restaurant employees. *Journal of Hospitality & Tourism Research*, 32(3), 307-326. )

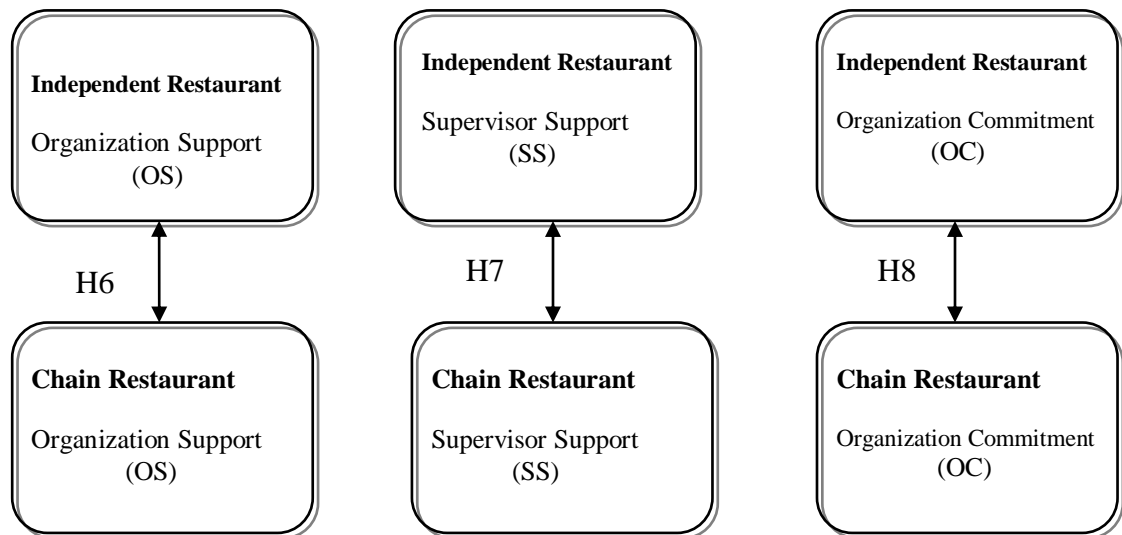
Note: OS= Organization Support; SS= Supervisor Support; OC= Organization Commitment; OCB= Organization Citizenship Behavior

Figure 2.

*The Conceptual Model for Part-time employees working at chain restaurant and independent restaurant.*



Note: OS= Organization Support; SS= Supervisor Support; OC= Organization Commitment; OCB= Organization Citizenship Behavior; SA= Job Satisfaction



## CHAPTER III

### METHODS

The research design of this study is a descriptive cross-sectional study utilizing a questionnaire survey.

#### 3.1 Instrument and Measures

The self-administered and closed-ended survey questionnaire with ordered choice was used to survey a sample of part-time employees in the restaurant industry. Each assessment item is selected based on previous studies and literature reviews.

The questionnaire consisted of seven major sections. The first section asked the respondents about their work circumstances, which include work status, the type of restaurant, their job position, and working experience in the current position. The rest of sections were as follows: 1) perceived organizational support; 2) perceived supervisor support; 3) organizational commitment; 4) organizational citizenship behavior; 5) job satisfaction; and 6) part-time employees' demographic characteristics.

Moreover, the sections of OS, SS, OC, OCB and SA used an interval scale, while the rest of sections utilized a nominal scale. The measures of these sections were as follows:

### Perceived organizational support (OS)

Perceived OS was measured by five items. Respondents were asked for the extent of agreement with statements on a 7-point Likert-type scale independently (1= *strongly disagree*, 7= *strongly agree*). This scale was used successfully by several other researchers (Cho & Johanson, 2008; Rhoades, Eisenberger, & Armeli, 2001; Chen, Aryee, and Lee, 2004).

### Perceived supervisor support (SS)

Perceived SS was used by four items adapted from Cho and Johanson (2008). Employees were asked for the extent of their agreement with each statement on a 7-point Likert-type scale (1= *strongly disagree*, 7= *strongly agree*).

### Organizational commitment (OC)

OC was measured with five items adapted by Rhoades, Eisenberger, and Armeli (2001) on a 7-point Likert-type scale (1= *strongly disagree*, 7= *strongly agree*).

### Organizational citizenship behaviors (OCBs)

OCBs were assessed by 19 items employed by Cho and Johanson (2008) and Moorman and Blakely (1995). Employees were asked for the extent of their agreement with each item on a 7-point Likert-type scale (1= *strongly disagree*, 7= *strongly agree*). The OCBs measure includes four dimensions; the dimensions are based on Moorman & Blakely (1992) and Graham (1994). The four dimensions are: interpersonal helping (5 items), individual initiative (5 items), personal industry (4 items), and loyal boosterism (5 items).

### Job satisfaction (SA)

Job satisfaction was examined via 6 items. The questions were adapted by Babakus and Yavas (2003) and Eisenberger, Cummings, Armeli, and Lynch (1997) on a 7-point Likert-type scale (1= *strongly disagree*, 7= *strongly agree*).

### Part-time employees' demographic characteristics

The demographic profile was followed by these characteristics: age, marriage, education, and gender (Cho & Johanson, 2008; Moshavi & Terborg, 2002).

## 3.2 Sampling

### Target population

The target population of this study was part-time employees who worked at a chain and independent restaurant respectively in a university town in the Mid-West during the survey period. The participation was voluntary and respondents were assured anonymity.

### Sampling

A convenient sampling was used to distribute questionnaires to the target population. The survey was conducted during a part-time employees' break time. A total of 500 questionnaires was distributed. The total number of returned questionnaire was 220, representing a response rate of 44%. The number of valid questionnaires for analysis was 185 and represented an overall response rate of 37%.

### 3.3 Survey Procedure

A list of the city restaurants was obtained from the yellow page of the local telephone book. The researcher then contacted selected restaurant Human Resources (HR) managers and explained the purpose and direction of the study. After getting the restaurant HR manager's permission, the researcher arranged a time to distribute the questionnaires. Every questionnaire was put in an envelope, and the researcher asked the part-time employees whether they would be willing to fill in the questionnaire. When a positive response was received, the researcher gave the envelope to the respondent, which also included a cover letter to participants. The cover letter stated the purpose of the study. Upon completion, the employees sealed the envelope with the questionnaire and turned it to the researcher.

### 3.4 Data Analysis

This study used the Statistical Package for the Social Sciences (SPSS) Windows version 17 to analyze all collected quantitative data. Data analyses used to process the survey results were descriptive statistics, structural equation modeling, and independent samples t-test.



### Descriptive Statistics

First, a descriptive statistics frequency distribution was used to analyze the data and to examine the distribution pattern for each variable. Respondents' demographic profiles were explored by the frequency and percentage. The characteristics of respondents were grouped into the restaurant's type (chain or independent restaurant), job position (wait staff, kitchen crew, bartender, supervisor, manager, and others), working experience in current position (less than 1 month, 1-4 months, 5-8 months, 9-12 months, and more than 1 year), gender (male and female), age (18-20, 21-25, 26-30, 31-35, 36-40, 41-45, and over 45 years old), education (high school, some college, associate, bachelor, and master), and marriage (single and married).

### Structural Equation Modeling

The second phase employed structural equation modeling analysis with LISREL 8.80 to test the conceptual model of this study, which consists of hypotheses 1 to 5. The statistics approach analyzed the effects of SS on OS and OCB, the effect of OS on OC, and the effect of OC on OCB and SA as well. The structural equation modeling analysis tested the significance of the conceptual model and the interconnection of OS, SS, OC, OCB and SA.

First, the confirmatory factor analysis (CFA) was administered to test the measurement theory. CFA described how the five factors represent their indicators. Cronbach's alpha is applied for the reliability test. Hair et al. (2006, p.845) described the two-step SEM process as "Approach to SEM in which the measurement model fit and

construct validity are first assessed using CFA and then the structural model is tested, including an assessment of the significance of relationships. The structural model is tested only after adequate measurement and construct validity are established.” The acceptable structural model fit is based on the Chi-square statistics test ( $\chi^2$ ), root mean square error of approximation (RMSEA), normed fit index (NFI), and comparative fit index (CFI) (Hair et al., 2006).

Second, factor loading, average variance extracted (AVE), and composite reliability (CR) are three common figures for testing convergent validity (Hair et al., 2006). Regarding factor loadings, high factor loadings are thought as some common point constructs. In addition, in order to reach statistically significant results, standardized loading estimates should be .5 or higher. CR should be estimated as .7 or above to be in an acceptable range of reliability. It represented that all the measures are internally consistent. AVE of .5 or higher indicates convergence and reliability.

### Independent Sample t-Test

The independent samples t-test was used in order to compare whether the two groups of part-time employees working at the two different restaurant affiliation (chain and independent) were statistically different in regarding to their perception of organization and supervisor support, and their organization commitment.

T-test is used to estimate the statistical significance of the difference between two independent sample means. Three assumptions of t-test are assessed to apply t-test analysis 1) the subject values of two respective populations are independently and randomly; 2) the values of the respective populations are normally distributed; and 3) the respective populations have the equal values of the variances (Shavelson, 1996).

## CHAPTER IV

### FINDINGS

#### 4.1 Response Rate

This chapter includes the data analysis and the results. Table 1 provides a summary of the response rate. There were a total of 500 distributed questionnaires. The returned questionnaires amounted to 220 for both chain and independent restaurants, representing a 44% response rate. A total of 35 questionnaires were incomplete and therefore were discarded from the present analysis. Therefore, the number of valid questionnaires for analysis was 185, including 101 from the independent restaurants and 84 from the chain restaurants, representing an overall response rate of 37%. In addition, approximately 60 percent of questionnaires were collected from the campus restaurants.

Table 1.  
*Overall Response Rate*

<b>Sample</b>	<b>Number</b>	<b>Percent</b>
Number of questionnaires distributed	500	100
Returned questionnaires	220	44
Incomplete questionnaires	35	7
<b>Total usable response</b>	<b>185</b>	<b>37</b>

## 4.2 Demographic Characteristics of Respondents

### Responses from both Chain and Independent Restaurants

Table 2 illustrates the demographic characteristics of the respondents. A total of 185 respondents were part-time employees and consisted of 84 from chain restaurants (45.4%) and 101 from independent restaurants (54.6%).

Most part-time employees served as part of kitchen crew (41.6%) and 33 percent as wait staff. In terms of working experience in the current position, 69 respondents worked for more than one year (37.3%) and 45 respondents worked for five to eight months (24.3%). The majority of the respondents were male (56.2%). Approximately 58 percent of respondents were between 21 and 25 years old, followed by the age group between 18 and 20 years old (20.5%) and the age group between 26 and 30 years old (11.9%). About 33.5 percent of respondents held a Master's degree education level and 28.1 percent of respondents had some college education. In terms of marriage, the majority of respondents were single (93%).

Table 2  
*Demographic characteristics of part-time employee at chain and independent restaurants*  
*(N = 185)*

Variables	Frequency	Percentage (%)	Variables	Frequency	Percentage (%)
Restaurant			Age		
Chain	84	45.4	18 – 20	38	20.5
Independent	101	54.6	21 – 25	108	58.4
Position			26 – 30	22	11.9
Wait Staff	61	33	31 – 35	5	2.7
Kitchen Crew	77	41.6	36 – 40	4	2.2
Bartender	1	0.5	41 – 45	2	1.1
Supervisor	19	10.3	Over 45	6	3.2
Manager	5	2.7	Education		
Others	22	11.9	High School	13	7.0
Working Experience in Current Position			Some College	52	28.1
< 1 month	27	14.6	Associate	13	7.0
1-4 months	32	17.3	Bachelor	45	24.3
5-8 months	45	24.3	Master	62	33.5
9-12 months	12	6.5	Marriage		
>1 year	69	37.3	Single	172	93.0
Gender			Married	13	7.0
Male	104	56.2			
Female	81	43.8			

### Responses from Chain Restaurant

Table 3 summarizes the demographic profiles of the respondents from chain restaurants. Of the 84 respondents from chain restaurants, 45.2% worked as part of kitchen crew and 34.5% worked on the wait staff. In terms of working experience in the current position, the group of more than one year and the group of five to eight months constituted the same percentage (28.6%). Moreover, for part-time employees at chain restaurants, 47 respondents were male (56%) and 37 were female (44%). Approximately 91% of respondents' age was between 18 to 30 years old. In addition, more than 45% of respondents received a Bachelor's degree or higher level of education. The majority of the respondents from chain restaurants were single (94%).

Table 3  
*Demographic characteristics of the sample of part-time employee at chain restaurants*  
*(N=84)*

Variables	Frequency	Percentage (%)	Variables	Frequency	Percentage (%)
<b>Position</b>			<b>Age</b>		
Wait Staff	29	34.5	18 – 20	21	25.0
Kitchen Crew	38	45.2	21 – 25	47	56.0
Bartender	1	1.2	26 – 30	12	14.3
Supervisor	8	9.5	31 – 35	0	0
Manager	1	1.2	36 – 40	1	1.2
Others	7	8.3	41 – 45	0	0
<b>Working Experience in Current Position</b>			Over 45	3	3.6
< 1 month	13	15.5	<b>Education</b>		
1-4 months	19	22.6	High School	12	14.3
5-8 months	24	28.6	Some College	28	33.3
9-12 months	4	4.8	Associate	4	4.8
>1 year	24	28.6	Bachelor	9	10.7
<b>Gender</b>			Master	31	36.9
Male	47	56.0	<b>Marriage</b>		
Female	37	44.0	Single	79	94.0
			Married	5	6.0



### Response from Independent Restaurant

Detailed sample characteristics of part-time employees at independent restaurants are shown in Table 4. It was found that the majority of part-time employees were part of kitchen crew (38.6%) and wait staff (31.7%). In regard to part-time employees' working experience in the current position, 44.6% indicated that they had worked for the restaurant more than one year and 20.8% had worked for 5 to 8 months; 56.4% of respondents were male, which is similar to the result from chain restaurants (56%). The majority age group was 21-25 for independent restaurants (60.4%), followed by the age group 18-20 (16.8%). Furthermore, approximately 70% of respondents had attained a Bachelor's degree or higher education level. The majority of the respondents were single (92.1%).

Table 4  
*Demographic characteristics of the sample of part-time employee at independent restaurants (N=101)*

Variables	Frequency	Percentage (%)	Variables	Frequency	Percentage (%)
<b>Position</b>			<b>Age</b>		
Wait Staff	32	31.7	18 – 20	17	16.8
Kitchen Crew	39	38.6	21 – 25	61	60.4
Bartender	0		26 – 30	10	9.9
Supervisor	11	10.9	31 – 35	5	5.0
Manager	4	4.0	36 – 40	3	3.0
Others	15	14.9	41 – 45	2	2.0
<b>Working Experience in Current Position</b>			Over 45	3	3.0
< 1 month	14	13.9	<b>Education</b>		
1-4 months	13	12.9	High School	1	1.0
5-8 months	21	20.8	Some College	24	23.8
9-12 months	8	7.9	Associate	9	8.9
>1 year	45	44.6	Bachelor	36	35.6
<b>Gender</b>			Master	31	30.7
Male	57	56.4	<b>Marriage</b>		
Female	44	43.6	Single	93	92.1
			Married	8	7.9

### 4.3 Measurement Model

The study took confirmatory factor analysis (CFA) to assess the measurement model. A total of 38 items were used such as organization support (5 items), supervisor support (3 items), organizational commitment (5 items), organizational citizenship behavior (19 items), and job satisfaction (6 items). LISREL 8.80 was utilized to analyze the measurement model. A covariance matrix or a correlation matrix with standard deviations was accommodated in structural equation modeling. With the goal of CFA, this study adapted a correlation matrix.

Hair et al. (2006) indicated that overall model fit and other diagnostic estimations are used to assess the validity of the measurement model. The other diagnostic estimations are path estimates, standardized residuals, and modification indices. First, the overall fit of the model to the data was reasonable:  $\chi^2=3578.72$  with 660df;  $P < .00$ ; CFI=.91; NFI=.89; RMSEA=.155. Second, the diagnostic estimations were examined. As table 8 shows, all of the path estimates were significant, with high factor loadings ranging from .59 to .96.

Cronbach's alpha and item-to total correlation tested the reliability of a factor; this study used standardized alpha since the all indicators had different variances. Based on the table 5, the values of standard correlations for OS, SS, OC, OCB, and SA are all higher than .7. First, the standard correlation between OS1, OS2, OS3, OS4, and OS5 is .817. The standard correlation between SS1, SS2, and SS3 is .938. Moreover, the standard correlation between OC1, OC2, OC3, OC4, and OC5 is .931. The standard

correlation between OCB1 to OCB19 is .940. Finally, the standard correlation between SA1, SA2, SA3, SA4, SA5, and SA6 is .938.

A reliability test further showed that the factors of OS, SS, OC, OCB, and SA are adequately measured by their indicators.

Table 5  
*Each Factor's Cronbah's Alpha*

<b>Factor</b>	<b>Cronbah's Alpha</b>
Organization Support (4 indicators)	.817
Supervisor Support (3 indicators)	.938
Organization Commitment (5 indicators)	.931
Organization Citizenship Behavior (19 indicators)	.940
Job Satisfaction (6 indicators)	.938

Scale means, standard deviations, and the correlation among the study constructs are shown in the Table 6. The results showed that organizational support (OS), supervisor support (SS), organizational commitment (OC), organizational citizenship behavior (OCB), and job satisfaction (SA) were related as prediction.

Table 6  
*Descriptive Statistics and Correlations*

<b>Measure</b>	<b>M</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1. Organization Support</b>	4.78	1.30	1.00				
<b>2. Supervisor Support</b>	5.21	1.57	0.76	1.00			
<b>3. Organization Commitment</b>	4.59	1.49	0.63	0.69	1.00		
<b>4. Organization Citizenship Behavior</b>	5.18	1.09	0.67	0.87	0.61	1.00	
<b>5. Work Satisfaction</b>	5.19	1.37	0.82	0.63	0.61	0.55	1.00

Note:  $N=185$

#### 4.4 Structural Equation Model

The measures of LISREL 8.80 were used to test the hypothesized model. The predicted relationships among SS, OS, OC, OCB, and SA for part-time employees in the restaurant industry were tested. The structural model fit was:  $\chi^2 = 3578.72$  with 660 *df*;  $P < .00$ ; CFI=.91; NFI=.89; RMSEA= .155. Among 5 hypotheses, all paths were significant at  $P < .001$  in (Figure 3).

One of the purposes of this study was to examine the relationships among OS, SS, OC, OCB, and SA for part-time employees in the restaurant industry. The analyses indicated that there is support for hypotheses 1 to 5 (see Table 7). Hypothesis 1 suggested that the SS perception on the part of part-time employees in the restaurant industry has significant influence on OS. The results indicated that the relationship between SS and OS was significant ( $\beta = .82$ ,  $P \leq .001$ ), which supported the first Hypothesis. Hypothesis 2 was also supported by the findings; in this study, the OS perception had significant

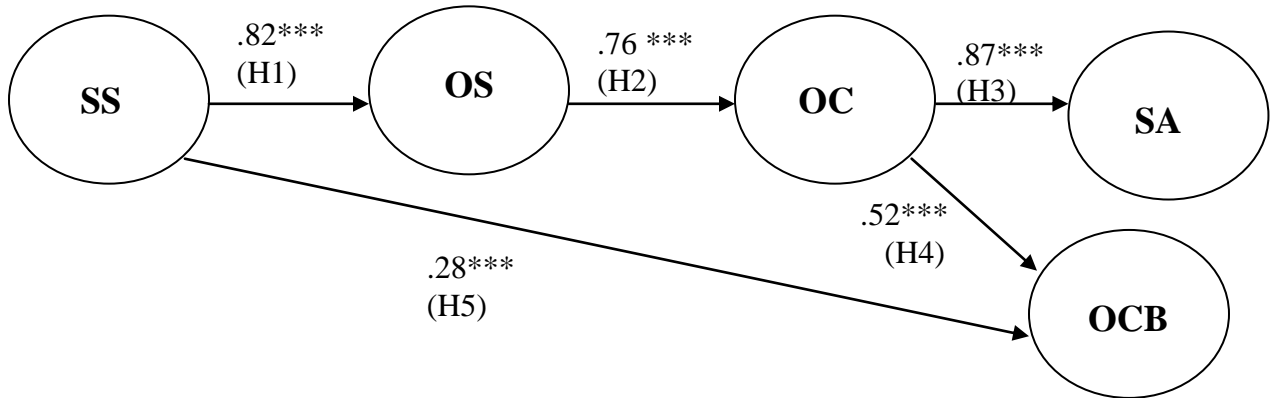
influence on OC ( $\beta=0.76, P\leq.001$ ). The findings of the current study presented a similar pattern reported in other studies (e.g., Sucharski and Rhoades, 2002; Cho & Johanson, 2008; Cho, Johanson, & Guchait, 2009; Loi, Hang-yue, N., & Foley, 2006, Eisenberger et al., 2001).

Hypothesis 3 suggested that the relationship between OC and SA was significant. The findings stated that there was a positive influence of OC on SA ( $\beta= .87, P\leq.001$ ). This study found the same result as that found in a previous study: Kim, Leong, and Lee (2005).

Hypothesis 4 proposed that OC and OCB have a significant relationship. The results provided evidence for the effect of OC on OCB ( $\beta= .52, P\leq.001$ ). Previous studies (Cho & Johanson, 2008), which also investigated employees in the restaurant industry, reported findings similar to the current study ( $\beta= .67, P\leq.001$ ).

Hypothesis 5 suggested that the SS perception of part-time employees in the restaurant industry has significant influence on OCB. The findings revealed the significant relationship between SS and OCB ( $\beta= .28, P\leq .001$ ), which supported the hypothesis. Some previous studies (e.g., Besides, Settoon, Bennett, & Liden, 1996; Ilies et al., 2007) also found a positive influence of SS (leader-member exchange) on OCB.

Figure 3  
*Structural Equation Model for Part-time employees working at chain restaurants and independent restaurants*



Note: SS=supervisor support; OS= organization support; OC=organization commitment;  
OCB=organization citizenship behavior; SA=work satisfaction.  
\*\*\* $p \leq .001$

Table 7  
*Structural Path Estimates*

<b>Path Coefficients</b>	<b>Standardized Loading</b>	<b>t-value</b>	<b>Hypothesis</b>
SS→OS	.82	11.61***	H1: Support
SS→OCB	.28	3.73***	H2: Support
OS→OC	.76	11.30***	H3: Support
OC→OCB	.52	6.39***	H4: Support
OC→SA	.87	15.27***	H5: Support
Goodness –of –Fit Index			
$\chi^2$	3578.72		
<i>df</i>	660		
Comparative Fit Index	.91		
Root-mean-square error of approximation	.155		

Note: SS=supervisor support; OS= organization support; OC=organization commitment; OCB=organization citizenship behavior; SA= work satisfaction.

\*\*\*p ≤ .001



Table 8  
*Measurement Model Results*

<b>Factors and Items</b>	<b>ML Estimates</b>	<b>t-Value</b>	<b>R<sup>2</sup></b>
<b>Supervisor Support</b>			
SS1	1.83(0.94)	16.72	.87
SS2	2.92(0.92)	16.39	.85
SS3	3.88(0.95)	17.09	.89
<b>Organization Support</b>			
OS1	3.16(0.88)	-	.77
OS2	1.99(0.91)	17.83	.83
OS3	0.47(0.28)	3.75	.077
OS4	2.48(0.82)	14.75	.68
OS5	2.79(0.77)	13.18	.60
<b>Organization Commitment</b>			
OC1	3.94(0.88)	-	.78
OC2	4.72(0.90)	18.00	.80
OC3	2.30(0.91)	18.71	.83
OC4	3.47(0.92)	19.40	.86
OC5	2.57(0.78)	13.60	.60
<b>Organization Citizenship Behavior</b>			
OCB1	1.23(0.78)	-	.61
OCB2	1.59(0.80)	12.13	.64
OCB3	2.30(0.66)	9.63	.44
OCB4	3.07(0.82)	12.56	.68
OCB5	2.81(0.80)	12.20	.65
OCB6	1.49(0.69)	10.02	.47
OCB7	1.83(0.69)	10.06	.48
OCB8	1.33(0.70)	10.27	.49
OCB9	1.89(0.75)	11.11	.56
OCB10	2.96(0.77)	11.55	.59
OCB11	1.91(0.47)	6.48	.22
OCB12	1.13(0.59)	8.46	.35
OCB13	1.19(0.63)	8.99	.39
OCB14	2.19(0.64)	9.23	.41

*(Continued)*

Table 8  
(Continued)

Factors and Items	ML Estimates	t-Value	R <sup>2</sup>
OCB15	1.54(0.78)	11.65	.60
OCB16	1.59(0.73)	10.72	.53
OCB17	2.32(0.67)	9.65	.44
OCB18	3.04(0.76)	11.26	.57
OCB19	2.37(0.75)	11.11	.56
<b>Satisfaction</b>			
SA1	1.60(0.94)	-	.88
SA2	1.53(0.96)	27.47	.91
SA3	3.42(0.89)	21.14	.79
SA4	4.01(0.74)	13.77	.55
SA5	2.79(0.86)	18.84	.73
SA6	2.26(0.83)	17.39	.69

Note: SS1=" My supervisor cares about my opinions"; SS2="My supervisor really cares about my well-being"; SS3="My supervisor strongly considers my goals and values"; SS4=" My supervisor shows very little concern for me"; OS1=" My organization really cares about my well-being" ; OS2="My organization strongly considers my goals and values"; OS3="My organization shows little concern for me"; OS4="My organization cares about my opinions"; OS5=" My organization accommodates for my special circumstances"; OC1=" I feel a strong sense of belongingness to my organization"; OC2=" I feel personally attached to my work organization"; OC3="I am proud to tell others that I work at my organization"; OC4=" Working at my organization has a great deal of personal meaning to me"; OC5=" I really feel that problems faced by my organization are also my problems"; OCB1 to OCB5 =Interpersonal helping; OCB6 to OCB10= Individual initiative; OCB11 to OCB14=Personal Industry; OCB15 to OCB19= Loyal boosterism; SA1=" Overall, I am satisfied with my current job"; SA2=" I am very happy to work at this restaurant"; SA3=" I desire and intend to continue working at this restaurant"; SA4=" I will not quite my current job in the near future"; SA5=" I will say something good about working at this restaurant"; SA6=" I will strongly recommend this restaurant to my friends or relatives if they are looking for a job". Dashes represent fixed paths.

#### 4.5 Difference between Part-time Employees from Chain and Independent Restaurant

Among the 185 usable samples, 101 were part-time employees at independent restaurants and 84 were at chain restaurants. The independent sample t-test was conducted to test whether part-time employees' perceptions of supervisor and organizational support, as well as their organizational commitment, display any significant differences between chain and independent restaurants.

The t-test was also used to test Hypothesis 6: Part-time employees working at chain restaurant and independent restaurants, respectively, have different perceptions of organizational support levels; Hypothesis 7: Part-time employees working at chain restaurant and independent restaurants, respectively, have different perceptions of supervisor support levels; and Hypothesis 8: Part-time employees working at chain restaurants and independent restaurants, respectively, have different organizational commitment levels.

The results of the t-value indicated that three of fourteen items were significantly different (at either  $P \leq .05$  or  $P \leq .01$ , see Table 9). The part-time employees from chain restaurants perceived higher organizational support levels –“My organization strongly considers my goals and values.” ( $t$ -value = 2.987,  $P \leq .01$ ) – than did those working at the independent restaurants. Part-time employees from chain restaurants (mean= 5.02) rated this item higher than did part-time employees from independent restaurants (mean=4.31).

Furthermore, the part-time employees at chain restaurants showed higher level of supervisor support –“My supervisor strongly considers my goals and values.” ( $t$ -value = 2.292,  $P \leq .05$ ) – than at independent restaurants. Part-time employees from chain restaurants (mean=5.37) rated this item higher than part-time employees from independent restaurants (mean=4.82). Lastly, regarding part-time employees’ organizational commitment, part-time employees at chain restaurants evidenced higher organizational commitment levels –“I really feel that problems faced by my organization are also my problems.” ( $t$ -value = 2.940,  $P \leq .01$ ) – than in the independent restaurants. Part-time employees at chain restaurants (mean=4.75) rated this item higher than part-time employees in the independent restaurants (mean= 3.99).

Table 9  
*Group Statistics and Independent Sample t-Test for Organization Support*

Variable	Mean(SD)		Mean Difference	Equal variances assumed				
	Chain Restaurant N= 84	Independent Restaurant N= 101		Levene's Test for Equality of Variances		t-test for Equality of Means		
				F	Sig.	t	df	Sig. (2-tailed)
OS1	5.04(1.68)	4.78(1.75)	.26	.124	.725	1.001	183	3.18
OS2	5.02(1.61)	4.31(1.64)	.71	.106	.746	2.987	183	.003**
OS3	4.65(2.00)	4.79 (1.76)	-.14	3.502	.063	-.498	183	.619
OS4	4.82(1.73)	4.45(1.61)	.37	.306	.581	1.529	183	.128
OS5	5.13(1.62)	4.95 (1.76)	.18	.663	.416	.721	183	.472
SS1	5.37(1.56)	4.94(1.81)	.43	5.298	.022	1.706	183	.090
SS2	5.62(1.56)	5.24(1.70)	.38	1.547	.215	1.578	183	.116
SS3	5.37(1.55)	4.82 (1.67)	.55	.740	.391	2.292	183	.023*
SS4	5.33(1.95)	5.18(1.85)	.15	.115	.735	.554	183	.580
OC1	5.07 (1.36)	4.74 (1.62)	.33	2.967	.087	1.479	183	.141
OC2	4.74(1.73)	4.59 (1.65)	.15	.003	.960	.578	183	.564
OC3	4.87(1.78)	4.51 (1.62)	.36	.594	.442	1.416	183	.158
OC4	4.48(1.72)	4.28(1.76)	.20	.487	.486	.775	183	.439
OC5	4.75 (1.64)	3.99 (1.84)	.76	1.765	.186	2.940	183	.004**

Note: OS1= My organization really cares about my well-being; OS2= My organization strongly considers my goals and values; OS3= My organization shows little concern for me; OS4=My organization cares about my opinions; OS5= My organization accommodates for my special; SS1=My supervisor cares about my opinions; SS2= My supervisor really cares about my well-being; SS3=My supervisor strongly considers my goals and values; SS4=My supervisor shows very little concern for me; OC1= I feel a strong sense of belongingness to my organization; OC2= I feel personally attached to my work organization; OC3= I am proud o tell others that I work at my organization; OC4= Working at my organization has a great deal of personal meaning to me; OC5= I really feel that problems faced by my organization are also my problems.

\*p≤ .05, \*\* p≤ .01

## CHAPTER V

### CONCLUSION

#### 5.1 Conclusion

People rate a restaurant not only according to its product or atmosphere, but also according to its service quality. Therefore, service quality is also the one of the most important competitive elements characterizing a restaurant. Lately, part-time employees have become a major portion of the workforce in the restaurant industry. Since the part-time employee plays a major role in providing service directly to customers, it is strategically important for restaurant managers to understand part-time employees' perceptions of organizations.

Therefore, operators should have a sense of their employees' perception of OS, SS, OC, OCB, and SA. Part-time employees may enjoy job satisfaction and make a commitment and citizenship behavior toward their restaurants because of their perception of organizational support and supervisor support. The results of this study regarding the relationship among part-time employees' perception of OS, SS, OC, OCB and SA could help operators in the restaurant industry to reduce part-time employees' high turnover rate and improve their commitment, citizenship behavior, and job satisfaction.

The descriptive statistics analysis in this study indicated that most part-time employees work on the wait staff and as part of kitchen crew in the restaurant industry. The majority were males and the major age group was age 21-25. The largest group was singles and the most common amount of working experience in the current position was more than 1 year. The largest number of part-time employees had an education level of Master's degree, because the survey area was located in a university town.

The analysis of structural equation modeling provided the evidence that SS highly affects part-time employees' OS perception and their perception of OS has significant influence on their OC. The results confirm the application of the social network theory in an employee context. In an employee context, the social exchange theory explains that employee' SS perception influences OS and OS influences employees' OC. Since employees think supervisors represent managers and execute organizations' policy, employees' perception of SS would impact their perception of OS and the perception of OS would impact their OC (Cho, Johanson, & Guchait, 2009). In addition, the results also manifested that part-time employees would like to show their strong organizational commitment when they receive outstanding organizational support. Specifically, part-time employees do not have high expectations of receiving an organization's benefit packages (Eisenberger et al., 1986; Moorman & Harland, 2002).

The result of the relationship between OC and OCB is consistent with the relationship between OS and OC for part-time employees in the restaurant industry. Furthermore, this study also examined the relationship between OC and SA as well as SS and OCB. The finding shows that the level of the relationship between OC and SA is stronger than the relationship between OC and OCB. These findings also demonstrate

the social exchange theories. When part-time employees perceive more encouragement, recognition, and respect from supervisors or managers, they have higher work satisfaction and are more willing to show their support for the institution (Van Dyne & Ang, 1998). Once they have commitment toward the institution, they want to make extra efforts in psychological and behavioral ways, such as providing work suggestions, assisting colleagues, exhibiting loyalty and enthusiasm, and also having work satisfaction.

Besides, as mentioned earlier, OCB is displayed when an employee contributes extra effort for the institution, especially when the behaviors are not required in his/her job description. One might infer that OCB could represent the part-time employees' higher level of job performance. This might be the reason why, for part-time employees, the degree of the relationship between OC and SA is stronger than the relationship between OC and OCB. Therefore, from the results of this study, one can infer that, even though part-time employees perceived the same level of organizational commitment, they respond with different levels of correlation between SA and OCB.

Knowing employees' feelings is important for the restaurant industry because they interact with customers frequently and directly (Pizam, 2004). Besides, employees in the restaurant industry can be prone to lassitude and inertia (Kim, 2008; Kim et al., 2009). As mentioned earlier in the chapter of literature review, supervisor support could reduce employees' load (Ross, 1993), and job stress (Babin and Boles, 1996). In addition, Settoon and Bennett (1996) indicated that, when managers, supervisors, and employees' relationships are built on trust, consideration, and loyalty, employees want to show more citizenship behavior or put forth extra effort.



In terms of the relationship between SS and OCB, this study shows the same effect as previous empirical studies. It also demonstrated that, if the supervisor could pay more attention to part-time employees or treat them as full-time employees, part-time employees also would like to show their citizenship behavior toward the institutions and their actions and attitudes could lower their likelihood of quitting their job.

### Comparing Chain and Independent Restaurant

The restaurant type is categorized by chain and independent. Some attributes of organizational and supervisor support, as well as organizational support, showed significant differences regarding part-time employees who worked at chain restaurants on the one hand and independent restaurants on the other. Part-time employees from chain restaurants perceived higher organizational and supervisor support levels than part-time employees from the independent restaurants. Part-time employees at chain restaurants also showed higher organizational commitment levels than part-time employees at independent restaurant.

The differences may be because of the different management structures utilized in chain and independent restaurants. For instance, the management of the chain restaurant must follow the standards and procedures of headquarters. Each brand restaurant has to maintain the same standard of products and service. Since the chain restaurant's management is more systematic than that of the independent restaurants, the managers and supervisors have standard practices which they use to deal properly with their employees. Thus, chain restaurants tend to have organizational structures that are more mechanistic than do independent restaurants, which tend toward more organic structures.

Dermody's (2002) study implied that managers or supervisors at chain restaurants apply many standard ways to retain and incentivize employees. In contrast, the management of the independent restaurant may be flexible and informal, leading part-time employees of these organizations into a perception of lower organizational and supervisor support. The study also referred to the different management systems employed by chain and independent restaurants that outline incentive and retention practices. In chain restaurants, managers used daily competitions to create incentives for individual performance via monetary rewards. In contrast, managers from independent restaurant utilized creative methods, such as special gifts to employees as a prize. In addition, in terms of retention practices, chain restaurants also offered monetary rewards as a standard method for retaining employees. The present findings indicate that, when the operator offers a standard encouragement to part-time employees, they perceive more organization and supervisor support.

Moreover, part-time employees from chain restaurants have higher organizational commitment than do part-time employees from independent restaurants. The results support the study of Cho and Johanson (2008), Eisenberger et al. (1990), Eisenberger et al. (2001), and Loi et al. (2006). As mentioned earlier, part-time employees at chain restaurants may find a more standardized structure where each employee must follow the policy strictly. Therefore, part-time employees are willing to exhibit their organizational commitment to their institution because they strongly perceive that there is organizational support and supervisor support, or they receive treatment consistent with what full-time employees enjoy.

On the other hand, in an independent restaurant, the owner may also be the manager or supervisor. Most independent restaurants do not have a strict, standardized policy and set of rules like chain restaurants do; thus all decisions are made by the manager directly. Since independent restaurants have small scale of properties, their service procedures and standards may be followed by the customers. Therefore, part-time employees at independent restaurants show their organizational commitment through how they are treated by managers or supervisors.

Comparing the different management structures between chain and independent restaurants, one can infer from this study that part-time employees of chain restaurants, in which the management structure is stricter than that of the independent restaurant, have a higher level of organizational and supervisor support and want to show higher organizational commitment.

## 5.2 Recommendations

Two implications for operators at chain and independent restaurant are suggested by the results. First, operators need to realize the importance of part-time employees' perceptions and behaviors toward the restaurants in terms of relationship development. Part-time employees' organizational commitment, citizenship behavior, and job satisfaction are based on their perceptions of organizational support and supervisor support. Any respect or good treatment of them on the part of managers or supervisors that could enhance part-time employees' perception on their commitment and their work behavior will contribute to the restaurants' reputation. This study found that organizational support and supervisor support could be valuable practices which could contribute to improving part-time employees' organizational commitment, citizenship behavior, and job satisfaction. Since service quality relates to employees' work behavior and job satisfaction closely, this study suggests that restaurant operators should pay more attention to part-time employees and consider alternative encouragement programs or policies that might offer opportunities to highlight and reward superior achievement on the part of part-time employees.

Second, from the restaurant managers' point of view, a successful restaurant consists of satisfied employees and customers. Restaurant operators should find the right balance in achieving profitability and satisfying part-time employees. Even though part-time employees understand that their compensation cannot be compared with that of full-time employees, the findings of this study indicate that they still show positive behaviors once they receive support from the organizations. Part-time employees are paid by the hours at both chain restaurants and independent restaurants; however, the study shows

that the standardized system of policies and procedures employed by chain restaurants is more useful in improving part-time employees' perceived organizational support and supervisor support which could serve to increase their organizational commitment.

Therefore, operators of independent restaurants could set out clear policies or incentive rules, similar to those of chain restaurants, in order to offer more support of part-time employees and enhance their organizational commitment.

### 5.3 Limitations

The study has several limitations as follows: (1) Self-report bias. This study was conducted via a self-administered survey method. The method may impact the validity of the research (Donaldson & Grant-Vallone, 2002). This study asked participants to answer the questions regarding their citizenship behavior. Thus, it is possible that the participants could magnify their positive responses in order to portray a more positive image of themselves (Donaldson & Grant-Vallone, 2002). Future research could obtain the information about respondents' behaviors and performances from other sources in order to ascertain any different findings from this study.

(2) The survey of this study was conducted with the sample size of 220 at chain and independent restaurants located on the Mid-West, and it might have limited the presentation of the results for the target population. It may also result in differences because the respondents were mainly student part-time employees. Student part-time employees may have different perception of OS, SS, OC, OCB, and SA from other part-time employees. In addition, the results of this study cannot represent all part-time employees at chain and independent restaurants in the United States because part-time employees in other states might have different perceptions toward their institutions. Thus, further studies could extend the sampling frame, and it will be more representative.

(3) The samples in this survey were not selected randomly. Since the target population regarding this study is part-time employees from chain and independent restaurants, the sample was collected from specific restaurants. However, the sample is unrepresentative of the population because other part-time employees working for other institutions in the restaurant industry are excluded from any possible sample. Therefore,

the sample is biased because it excludes part-time employees who do not work for the chain and independent restaurants used in this survey. Biases may also occur if some part-time employees of the population were not included because they worked during different shift or were not at work during the shift surveyed. So the sample collected from certain chain and independent restaurants is also biased because part-time employees who did not work on that day would be less possible to be selected than part-time employees who attended regularly. Thus, further studies could select a random sample as the way to avoid a biased or unrepresentative sample in order to obtain a representative sample of the population.

(4) The other limitation in this study is non-response bias. A total of 35 questionnaires were incomplete in this study. If the participants who did not complete the survey differ substantially from those who did, the results could not be represented by the entire sample. Future studies could simplify the questionnaire in order to decrease the non-response rate.

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## APPENDICES

### APPENDIX A---- A SAMPLE OF THE QUESTIONNAIRE





## A Survey of Employees in the Restaurant Industry

Dear Employee,

Thank you for taking the time to participate in this research survey and this research survey may take you only approximately 10 minutes to complete it. The purpose of this research survey is to know your perception toward your restaurant. The information you provide will help restaurant managers better understand your perceptions, commitment, and expectation towards their restaurant and to improve management systems.

There is no personal risk or discomfort as a result of your participation in this research survey. Your participation is totally voluntary and anonymous. We also ensure confidentiality of the information collected during the survey. This means that no information can be directly traced to your identity.

After you complete the questionnaire, please return it to the person who provides it. For sure, the data collected from this survey will be used for research purpose only.

If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu). Or if you have any questions about this study, please do not hesitate to contact the principal investigator, Yu Shan (Queena) Liu at (405)334-9229 (e-mail: [queena.liu@okstate.edu](mailto:queena.liu@okstate.edu)).

Thank you so much for your time and cooperation.

Sincerely,

Yu Shan Liu  
Graduate Student      School of Hotel & Restaurant Administration  
E-mail: [queena.liu@okstate.edu](mailto:queena.liu@okstate.edu)

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## Section 1

Please circle an answer to the following questions:

**1. What is your work status?**

- 1 Part-time      2 Full-time

**2. What type of restaurant are you working for?**

- 1 Chain Restaurant      2 Independent Restaurant

**3. What is your primary work place?**

- 1 Front-of-the house  
2 Drive Through Window  
3 Kitchen (Back-of-the house)  
4 Others (Please Specify) \_\_\_\_\_

**4. How long have you worked at this restaurant?**

- 1 Less than 1 month  
2 1—4 months  
3 5—8 months  
4 9—12 months  
5 more than 1 year

## Section 2

**What is your level of agreement with each of the following statements about your perception of organization support?**

**(Please circle the number which represents your agreement, 1=Strongly Disagree (SD), 4=Neutral (N), 7=Strongly Agree (SA))**

<b>Assessment Item</b>	<b>SD</b>	<b>N</b>	<b>SA</b>				
• My organization really cares about my well-being.	1	2	3	4	5	6	7
• My organization strongly considers my goals and values.	1	2	3	4	5	6	7
• My organization shows little concern for me.	1	2	3	4	5	6	7
• My organization cares about my opinions.	1	2	3	4	5	6	7
• My organization accommodates for my special circumstances.	1	2	3	4	5	6	7

## Section 3

**What is your level of agreement with each of the following statements about your perception of supervisor support?**

**(Please circle the number which represents your agreement, 1= Strongly Disagree (SD), 4=Neutral (N), 7=Strongly Agree (SA))**

<b>Assessment Item</b>	<b>SD</b>	<b>N</b>	<b>SA</b>				
• My supervisor cares about my opinions.	1	2	3	4	5	6	7
• My supervisor really cares about my well-being.	1	2	3	4	5	6	7
• My supervisor strongly considers my goals and values.	1	2	3	4	5	6	7
• My supervisor shows very little concern for me.	1	2	3	4	5	6	7

#### Section 4

**For the following questions, please rate the level of your agreement with your organization's commitment regarding the restaurant you are working for.**

**(Please circle the number which represents your agreement, 1= Strongly Disagree (SD), 4=Neutral (N), 7=Strongly Agree (SA))**

<b>Assessment Item</b>	<b>SD</b>	<b>N</b>	<b>SA</b>				
• I feel a strong sense of belongingness to my organization.	1	2	3	4	5	6	7
• I feel personally attached to my work organization.	1	2	3	4	5	6	7
• I am proud to tell others that I work at my organization.	1	2	3	4	5	6	7
• Working at my organization has a great deal of personal meaning to me.	1	2	3	4	5	6	7
• I really feel that problems faced by my organization are also my problems.	1	2	3	4	5	6	7

## Section 5

**What is your level of agreement with each of the following statements about your organization citizenship behavior?**

**(Please circle the number which represents your agreement, 1= Strongly Disagree (SD), 4=Neutral (N), 7=Strongly Agree (SA))**

Assessment Item	SD	N	SA
<b>Interpersonal helping</b>			
• I go out of my way to help co-workers with work-related problems.	1	2	3 4 5 6 7
• I voluntarily help new employees settle into their job.	1	2	3 4 5 6 7
• I frequently adjust my work schedule to accommodate other employees' requests for time-off.	1	2	3 4 5 6 7
• I always go out of my way to make newer employees feel welcome in the work group.	1	2	3 4 5 6 7
• I show a genuine concern and courtesy toward co-workers, even under the most trying circumstances	1	2	3 4 5 6 7
<b>Individual initiative</b>			
• For issues that may have serious consequences, I express opinions honestly even when others may disagree.	1	2	3 4 5 6 7
• I often motivate others to express their ideas and opinions.	1	2	3 4 5 6 7
• I encourage others to try new and more effective ways of doing their job.	1	2	3 4 5 6 7
• I encourage shy or quiet co-workers to voice their opinions when they otherwise might not speak-up.	1	2	3 4 5 6 7
• I frequently communicate to co-workers suggestions on how the group can improve.	1	2	3 4 5 6 7
<b>Personal industry</b>			
• I rarely miss work even when I have a legitimate reason for doing so.	1	2	3 4 5 6 7
• I perform my duties with a high degree of accuracy.	1	2	3 4 5 6 7
• I perform my job duties with extraordinary care.	1	2	3 4 5 6 7
• I always meet or beat deadlines for completing work.	1	2	3 4 5 6 7

(Continue)

**Section 5**  
**(Continue)**

Assessment Item	SD	N	SA
<b>Loyal boosterism</b>			
• I defend the company when other employees criticize it.	1	2	3 4 5 6 7
• I defend the company when outsiders criticize it.	1	2	3 4 5 6 7
• I encourage friends and family to dine in at my restaurant.	1	2	3 4 5 6 7
• I show pride when representing the company in public.	1	2	3 4 5 6 7
• I actively promote the organization's products and services to potential users.	1	2	3 4 5 6 7

**Section 6**

**What is your job satisfaction?**  
**(Please circle the number which represents your agreement, 1=Strongly Disagree (SD), 4=Neutral (N), 7=Strongly Agree (SA))**

Assessment Item	SD	N	SA
• Overall, I am satisfied with my current job.	1	2	3 4 5 6 7
• I am very happy to work at this restaurant.	1	2	3 4 5 6 7
• I desire and intend to continue working at this restaurant.	1	2	3 4 5 6 7
• I will not quite my current job in the near future.	1	2	3 4 5 6 7
• I will say something good about working at this restaurant.	1	2	3 4 5 6 7
• I will strongly recommend this restaurant to my friends or relatives if they are looking for a job.	1	2	3 4 5 6 7

## **Section 7**

**Please tell us about yourself.**

**A. Your Gender**

- 1 Male    2 Female

**B. Your marriage**

- 1 Single    2 Married

**C. Your age group**

- 1 18—20 years old  
2 21—25 years old  
3 26—30 years old  
4 31—35 years old  
5 36—40 years old  
6 41—45 years old  
7 Over 45 years old

**D. Your education level?**

- 1 High School  
2 Some College  
3 Associate's Degree  
4 Bachelor's Degree  
5 Master's Degree

**THANK YOU VERY MUCH FOR YOUR TIME AND ASSISTANCE**

## DIX B---INSTITUTIONAL REVIEW BOARD APPROVAL

### Oklahoma State University Institutional Review Board

Date: Monday, November 09, 2009  
IRB Application No HE0964  
Proposal Title: The Relationship Among Work Support, Organization Commitment and  
Citizenship Behavior of Part-time Employees in the Restaurant Industry

Reviewed and  
Processed as: Exempt

**Status Recommended by Reviewer(s): Approved Protocol Expires: 11/8/2010**

Principal

Investigator(s):

Yu-Shan Liu ✓  
26 N. Univ. Place apt. 8  
Stillwater, OK 74075

Hailin Qu  
220 HES  
Stillwater, OK 74078

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The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

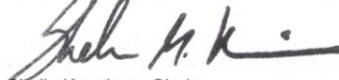
The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedures or need any assistance from the Board, please contact Beth McTernan in 219 Cordell North (phone: 405-744-5700, beth.mcternan@okstate.edu).

Sincerely,



Shelia Kennison, Chair  
Institutional Review Board



VITA

Yu Shan Liu

Candidate for the Degree of

Master of Science

Thesis: THE RELATIONSHIP AMONG WORK SUPPORTS, ORGANIZATION  
COMMITMENT AND CITIZENSHIP BEHAVIOR OF PART-TIME  
EMPLOYEES IN RESTAURANT INDUSTRY

Major Field: Human Environmental Sciences

Biographical:

Education:

Completed the requirements for the Master of Science s in Hotel and Restaurant  
Administration at Oklahoma State University, Stillwater, Oklahoma in May  
2010.

Completed the requirements for the Bachelor of Science in Agribusiness  
Management at National Pingtung University of Science and Technology.

Experience:

Name: Yu Shan Liu

Date of Degree: May, 2010

Institution: Oklahoma State University

Location: Stillwater, Oklahoma

Title of Study: THE RELATIONSHIP AMONG WORK SUPPORT, ORGANIZATION  
COMMITMENT AND CITIZENSHIP BEHAVIOR OF PART-TIME  
EMPLOYEES IN THE RESTAURANT INDUSTRY

Pages in Study: 81

Candidate for the Degree of Master of Science

Major Field: Human Environmental Sciences

Scope and Method of Study: Organization support, supervisor support, organization commitment, organization citizenship behavior, and job satisfaction were the five major factors in this study. The purpose of this study was to explore the structural relationship among the five factors and to compare the different level of perceptions and commitment between part-time employees of chain restaurants and part-time employees of independent restaurants. A questionnaire survey was conducted to collect the data and a convenience sampling was used. Data analysis contained descriptive analysis, independent samples t-test, and structural equation modeling.

Findings and Conclusions: First, the findings proved that part-time employees wanted to show their organizational commitment, citizenship behavior, and job satisfaction once they perceived positive organizational and supervisory support. Based on the findings, restaurant operators could consider paying more attention to, and showing more concern for, part-time employees in order to meet their expectations. Second, some attributes of the perceptions of organization and supervisor support, and organizational commitment showed significant differences depending upon whether a part-time employee worked for chain or an independent restaurant. These three factors (perceptions of organization and supervisor support, and organization commitment) showed higher level on part-time employees working at chain restaurants than those at independent restaurants. Therefore, building a mechanistic management system could be a possible way to improve part-time employees' perceptions toward the restaurants and increase their commitment. In sum, restaurant operators could make some changes in order to reduce the turnover rate and save some personnel expenses.

ADVISER'S APPROVAL: Dr. Hailin Qu

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