The purpose of this research is to explore the usefulness and to highlight the nature of relationships between service climate and affective commitment in impacting customer satisfaction of frontline employees at the banking industry of Taiwan. This research investigates that employee affective commitment mediates the relationship of service climate on customer satisfaction, and service attributes (customer contact frequency, service intangibility, and service employee interdependence) moderate the positive link between service climate and customer satisfaction. Data collected for this research involved customer-contact employee, their executives, and customer in forty banking institutes. In this study constructs with three unique sources were measured in order to reduce the possibility of same source bias. Contact employees rated their perceived service climate, and affective commitment, while customers rated customer satisfaction in individual level. The executives rated service attributes in organizational level. Hierarchical linear modeling was conducted to test research hypotheses. The results showed that (1) a positive, direct relationship is expected between contact employees' perceptions of climate for service and customer satisfaction; (2) A positive relationship is hypothesized between climate service and frontline employee's affective commitment; (3) Service intangibility moderates the relationship between service climate and customer satisfaction in such a way that the relationship is significantly more positive when service intangibility is high than when service intangibility is low.

Keywords: Service climate, customer satisfaction, affective commitment, service attribute, hierarchical linear modeling (HLM)
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