

The employee-customer linkage of service climate and satisfaction : service attribute boundary condit

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ABSTRACT

Based on service climate theory and research, this study examined the relationship among service climate (global service, customer orientation, managerial practices, customer feedback), employee satisfaction and customer satisfaction, in addition, the moderating effects of three potential factors for service attributes (customer contact frequency, service intangibility, and service employee interdependence) in the positive link between service climate and customer satisfaction. For forty branches of Land Bank in Taiwan, convenient sampling data collected for this research constructs with three unique sources involving customer-contact employee, their executives, and customer were measured in order to reduce the possibility of same source bias. In this study customers rated customer satisfaction, while contact employees rated their perceived service climate and their own 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 frontline employees' perceptions of global service and employee satisfaction; (2) a positive, direct relationship is hypothesized between contact employees' perceptions of global service and customer satisfaction; (3) the frequency of customer contact required for employees to deliver service moderates the relationship between service climate and customer satisfaction in such a way that the relationship is significantly more positive when customer contact frequency is high than when customer contact frequency is low.

Keywords : service climate、employee satisfaction、customer satisfaction、service attribute

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