

# Service Climate and Customer Satisfaction : Boundary Conditions of Service Attributes and Market - Focused Human Resource

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## ABSTRACT

Extending previous research in identifying work unit influences stimulating customer satisfaction, the present study in service examined whether service climate and service-oriented organizational citizenship behaviors correlated positively with customer satisfaction, whether service attribute (customer contact frequency, service intangibility, and service employee interdependence) moderated the relationship of service climate and customer satisfaction, and whether market-focused human resource management moderated the relationship of service climate and service-oriented organizational citizenship behaviors. Data were collected from 100 employees, 40 managers and 200 customers at large hypermarket group in middle Taiwan. Results indicated service climate was positively related to service-oriented organizational citizenship behaviors, which in turn do not increase the likelihood of customer satisfaction. HLM results indicated service climate had stronger positive relationships with customer satisfaction under high service intangibility. Customer contact frequency and service employee interdependence, respectively, has no moderation effect of service climate on customer satisfaction. Market-focused human resource management has no moderation effect of service climate on service-oriented organizational citizenship behaviors.

Keywords : service climate, customer satisfaction attribute, service,

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