

*The Relationship Between Organizational Commitment,
Job Satisfaction and Service Quality of
Service Employees:
a Perspective Based on the Self-regulation of Attitude Theory*

服务员工组织承诺、工作满意与服务质量 ——基于自我调节态度理论的视角

江永众 著



经济科学出版社
Economic Science Press

服务员工组织承诺、 工作满意与服务质量

——基于自我调节态度理论的视角

江永众 著

经济科学出版社

责任编辑：漆 熠

责任校对：王肖楠

技术编辑：董永亭

服务员工组织承诺、工作满意与服务质量

——基于自我调节态度理论的视角

江永众 著

经济科学出版社出版、发行 新华书店经销

社址：北京市海淀区阜成路甲 28 号 邮编：100036

总编室电话：88191217 发行部电话：88191540

网址：www.esp.com.cn

电子邮件：esp@esp.com.cn

北京欣舒印务有限公司印刷

华丰装订厂装订

787×1092 16 开 12.5 印张 210000 字

2008 年 7 月第 1 版 2008 年 7 月第 1 次印刷

ISBN 978 - 7 - 5058 - 7306 - 3/F · 6557 定价：25.00 元

（图书出现印装问题，本社负责调换）

（版权所有 翻印必究）

图书在版编目 (CIP) 数据

服务员工组织承诺、工作满意与服务质量：基于自我调节态度理论的视角 / 江永众著. —北京：经济科学出版社，2008. 7

ISBN 978 - 7 - 5058 - 7306 - 3

I. 服… II. 江… III. 企业管理：人事管理—研究
IV. F272. 92

中国版本图书馆 CIP 数据核字 (2008) 第 094211 号

中文摘要

世界已经进入服务经济时代。我国“十一五”时期服务业发展的主要目标是：到2020年，基本实现经济结构向以服务经济为主的转变，服务业增加值占国内生产总值的比重超过50%，进一步提高服务业的市场竞争力。服务质量是企业取得竞争优势的重要手段。但是“也有证据显示顾客对于整体服务质量感知有所下降，而且满意度降低”（泽丝曼尔和比特纳，2004）。

组织承诺和工作满意是一线服务员工重要的工作态度。一线服务员工的服务质量是顾客在服务接触过程中对服务员工态度和行为的总体评价。管理学文献中有一些关于员工态度与顾客感知关系的断言，即员工的积极工作态度将导致顾客对组织更高的忠诚和满意。但是，关于组织承诺、工作满意与服务质量之间可能存在的关系的实证研究非常少（Allen和Grisaffe，2001）。

美国密歇根大学工商管理学院管理与市场营销行为科学教授Bagozzi（1992）提出了自我调节态度理论。他认为不同的评估与意动（conation）的结合导致特定情绪和应对反应。国外已有少数学者将该模型引入员工行为研究之中。Schmit和Allscheid（1995）首先运用自我调节态度理论来探讨员工态度与顾客满意的关系，初步建立了员工态度—顾客感知关系的理论模型。但是已有文献在自我调节态度模型的评估、情绪反应、应对等各环节的变量类型选择方面还不一致。员工对工作和环境的反应受到个人特质的影响（Mount、Ilies和Johnson，2006），但是在对自我调节态度模型的研究中，很少有研究者引入个人特征变量，而且缺乏中国文化背景下的实证研究。

在文献回顾和理论分析的基础上，本书根据Bagozzi（1992）的自我调节态度理论将管理层服务质量承诺作为一线服务员工对工作环境的评价，将工作满意和组织承诺作为员工的情绪反应，情绪反应将导致应对意向，服务员工的应对行为则是应对意向的结果。本研究将服务努力作为应对意向的操作变量，将顾客感知服务质量作为服务员工应对行为的操作变量；根据个人—环境匹配理论，在自我调节态度

模型中导入员工顾客导向新变量；根据情绪感染理论，增加由员工情绪反应至服务质量的路径；根据服务氛围理论，增加由管理层服务质量承诺至服务质量的路径，构建了管理层服务质量承诺、顾客导向、组织承诺、工作满意、服务努力与服务质量之间关系的概念框架。然后通过对我国服务企业一线服务员工的问卷调查，采用描述统计分析、探索性因子分析、验证性因子分析、结构方程模型分析以及分层多元回归分析等统计与计量经济学方法进行数据分析处理，对研究假设和模型进行了实证检验。

本研究发现：

①一线服务员工顾客导向与管理层服务质量承诺共同影响工作满意和组织承诺，然后影响服务努力和服务质量。

②管理层服务质量承诺对一线服务员工组织承诺和工作满意有直接的正向影响。

③一线服务员工顾客导向对组织承诺和工作满意有直接的正向影响。

④一线服务员工组织承诺和工作满意对服务努力有直接正向的影响。

⑤与工作满意相比，组织承诺对一线服务员工服务努力的直接正向影响更加强烈。

⑥一线服务员工服务努力对服务质量有直接正向的影响。

⑦管理层服务质量承诺对顾客感知的服务质量有直接正向的影响，但是统计检验不显著。管理层服务质量承诺主要通过员工组织承诺、工作满意、服务努力等中介变量，间接影响服务质量。

⑧一线服务员工组织承诺对服务质量有直接正向影响，但是统计检验不显著；一线服务员工工作满意对服务质量有直接正向影响；与组织承诺相比，一线服务员工工作满意对服务质量的直接正向影响更加强烈。

本项研究对管理实践的价值在于，通过探讨一线服务员工组织承诺、工作满意与服务质量的关系，并且识别影响组织承诺和工作满意的前提因素，可以为企业管理提供理论依据。组织应通过培训、授权、奖励等政策的系统实施来体现组织对员工传递优质服务的支持，重视员工顾客导向管理，有效管理服务员工组织承诺和工作满意，整合生产运营、市场营销以及人力资源等职能，从而提高顾客服务质量感知。

本书试图在以下几个主要方面有所创新：

①证实了一线服务员工组织承诺和工作满意对服务质量的影响机理不同。现有文献主要研究了组织承诺和工作满意之间的因果关系，或者它们对服务质量的独立影响，但是很少识别和比较组织承诺和工作满意对服务质量的作用机理。本研究将

组织承诺和工作满意同时作为员工的情绪反应,将它们纳入自我调节态度理论的评估—情绪反应—应对反应的过程之中,并且根据情绪感染理论增加了情绪反应对服务质量的直接影响路径,检验了组织承诺和工作满意对服务质量的影响。实证研究发现,组织承诺对一线服务员工服务努力的直接正向影响更加强烈,而工作满意对服务质量的直接正向影响更加强烈。本书认为组织承诺比工作满意更加理性,而工作满意更加感性。工作满意比较显性,容易外显,具有很强的情绪感染力。在顾客参与服务传递的过程中,工作满意对服务质量的影响主要通过情绪感染机制发生作用。组织承诺更加隐性,不容易外显,但它是员工内在的动力,具有比较强大的激励作用,它对服务质量发生作用的机制主要是基于自我调节态度理论。由于员工对组织的情感承诺,导致积极的应对反应,服务更加努力,表现出良好的顾客服务行为,这些行为被顾客感知,从而提高顾客服务质量感知。因此企业必须注意对一线服务员工工作满意和组织承诺进行不同的管理。该发现为组织承诺与工作满意的理论研究提供了新的研究视角。

②在一般服务环境下,证实了管理层服务质量承诺对一线服务员工服务质量的作用机制。迄今为止,学术界关于管理层服务质量承诺的定义还存在争议,从员工视角来探讨管理层服务质量承诺的研究还比较少(Babakus等,2003)。以往研究仅仅计算了管理层服务质量承诺与服务质量的相关系数(例如Reeves和Hoy,1993),或者在服务补救情景下探讨了管理层服务质量承诺对服务质量的影响。但是,在一般服务环境下,关于管理层服务质量承诺对一线服务员工服务质量的作用机理研究非常缺乏。本书以自我调节态度理论为主要理论基础,通过对我国美容美发、移动通信、零售商业银行、零售业和普通餐馆等行业的一线服务员工的实证研究,发现管理层服务质量承诺主要通过组织承诺、工作满意和服务努力等中介变量间接影响一线服务员工服务质量,管理层服务质量承诺对一线服务员工服务质量的直接影响作用不具有统计显著性。该发现不仅为自我调节态度理论提供了中国文化背景下的经验证据,而且还为组织实施内部营销战略以提高员工组织承诺和工作满意水平,从而提高服务质量提供了理论依据。

③证实了当具有顾客导向的员工感知到组织致力于培育、发展、支持、奖励其实现优质服务时,他们会产生积极的工作反应,即组织承诺和工作满意。学术界对于究竟是顾客导向影响员工组织承诺和工作满意,还是员工组织承诺和工作满意影响顾客导向存在争议;并且很少研究顾客导向对工作反应产生影响的条件(Donavan、Brown和Mowen,2004)。虽然Gotlieb、Grewal和Brown(1994)在研究顾客行为意向时,曾将顾客感知环境控制作为顾客个人特征变量引入到Bagozzi模型之中,但是在关于员工顾客服务行为的研究中,还没有学者引入个人特征变量。本研

究将顾客导向作为一线服务员工个人特征变量、管理层服务质量承诺作为环境特征变量引入 Bagozzi 模型。顾客导向是员工的一种表层人格特质,对员工的顾客服务态度与行为有重要的影响作用。管理层服务质量承诺是员工对组织致力于培育、发展、支持、奖励其员工实现优质服务的评价。具有顾客导向的员工与重视服务质量的组织更加匹配。个人与环境匹配理论指出个人与组织匹配对个体的态度和行为具有重要的影响作用。结构方程模型分析结果表明,当引入顾客导向变量后,概念模型对数据的拟合优度更好。另外,分层多元回归分析也发现顾客导向对一线服务员工组织承诺和工作满意有积极影响。该发现不仅为顾客导向直接影响组织承诺和工作满意提供了进一步的经验证据,而且还为探讨顾客导向与员工工作反应的关系提供了新的理论框架。

关键词: 组织承诺 工作满意 服务质量 管理层服务质量承诺 (MCSQ)
顾客导向

ABSTRACT

The world has entered service economy ages. The main objectives of China's service industry development in "the eleventh five-year plan" are: by the end of 2020, to realize basically the transformation of economic structure to service economy; the added value of service accounts for 50% of the GDP; to further improve the market competition of the serve industry. Service quality is the major means for enterprises to achieve competitive advantage. However, "there is also some evidence that the overall service quality perception of customers has declined, and customer satisfaction has decreased" (Zeithaml and Bitner, 2004). The attitudinal and behavioral performance of service workers is crucial to service quality strategy.

Organizational commitment and job satisfaction are employee's important work attitude. The service quality of frontline service employees is customers' overall evaluation of the attitudes and behaviors during the service encounters. There are many anecdotal cases in management literature about the relationship between employee attitude and customer reaction that employee's positive attitude lead to customer satisfaction and loyalty. However, relatively little empirical research has examined these possible linkages, particularly the linkage between organizational commitment and service quality (Allen and Grisaffe, 2001).

Bagozzi (1992), the Dwight F. Benton professor of behavioral science in management and marketing in the School of Business Administration at the University of Michigan of USA, putted forward the self-regulation of attitudes, intentions, and behavior theory. The different combinations of appraisals and conations result in particular emotional and coping responses. Some scholars abroad have used this model to conduct research on employee behavior. Schmit and Allscheid (1995) proposed a theoretical model of the employee attitude-customer satisfaction process based on Bagozzi's (1992) model. But there

is no consensus of the variables selection of appraisal processes, emotional reactions, coping responses. Employees' job and situation reaction is influenced by personal traits (Mount, Ilies, & Johnson, 2006). However, few scholars have introduced personal traits variables into the studies of the self-regulation of attitudes models. Moreover, empirical study under Chinese culture is scarce.

Drawing from the literature review and theoretical analysis, based on self-regulation of attitude theory, person-situation fit theory, service climate theory, emotional contagion theory, and relevant empirical studies, the present study takes management commitment to service quality (MCSQ) as service employee's environment appraisal, job satisfaction and organizational commitment as emotional reactions, emotional reactions lead to coping responses, and customer service behavior is the result of service intention. Service effort is the instrumental variable of service intention, and customer perception of service quality is the instrumental variable of service behavior. Customer orientation is introduced in Bagozzi's (1992) model, and the path from emotional reactions to service quality and the path from MCSQ to service quality are added to the model to establish the conceptual framework of the relationship between organizational commitment and service quality of service employee. Then, descriptive statistic analysis, explanatory factor analysis, confirmatory factor analysis, structural equation modeling, and hierarchical multiple regression are used to test the model and hypotheses based on the data from a survey of Chinese frontline service employees. The main findings of the study are as follows:

① MCSQ and customer orientation together influence service employee's organizational commitment and job satisfaction, which in turn influence service effort and service quality.

② MCSQ exerts a positive influence directly on service employee's organizational commitment and job satisfaction.

③ Customer orientation exerts a positive influence directly on service employee's organizational commitment and job satisfaction.

④ Service employee's organizational commitment and job satisfaction exert a positive influence directly on service effort.

⑤ The directly positive influence of service employee's organizational commitment on service effort is higher than service employee's job satisfaction.

⑥ Service employee's service effort exerts a positive influence directly on service quality.

⑦ MCSQ exerts a positive influence directly on service quality, whereas the path is

statistically nonsignificant. MCSQ influences indirectly on service quality through organizational commitment, job satisfaction and service effort.

⑧Service employee's organizational commitment and job satisfaction exert a positive influence directly on service quality, whereas the path from organizational commitment to service quality is not statistically significant. The directly positive influence of service employee's job satisfaction on service quality is higher than service employee's organizational commitment.

The finding holds important managerial implications for enterprise managers by understanding the relationship between organizational commitment, job satisfaction and service quality, and identifying the antecedents of organizational commitment and job satisfaction. In order to improve customer perceptions of service quality, organizations should show their support for employee quality service by simultaneous implementation of training, empowerment, and rewards, attach great importance to customer orientation management, effectively manage organizational commitment and job satisfaction of service employees, and integrate operation, marketing, and human resource functions. The major contributions of the current paper lie in the following aspects:

①To empirically demonstrate that the mechanism of the influence of organizational commitment and job satisfaction on service quality of frontline service employees is different. The extant literatures have mainly examined the causal relationship between organizational commitment and job satisfaction, or their influence on service quality independently. However, few researches have identified and compared the mechanism of the influence of organizational commitment and job satisfaction on service quality. Based on emotional contagion theory, organizational commitment and job satisfaction which are simultaneously taken as emotional responses of service employee are introduced into the sequence of appraisal processes, emotional reactions and coping responses, and the direct influence of organizational commitment and job satisfaction on service quality is added and tested. The empirical study finding indicates that the mechanism of the influence of organizational commitment and job satisfaction on service quality is different. Service employee's organizational commitment and job satisfaction exert a positive influence directly on service quality. The directly positive influence of service employee's organizational commitment on service effort is higher than service employee's job satisfaction, and the directly positive influence of service employee's job satisfaction on service quality is higher than service employee's organizational commitment. Service employee's organizational commitment is

more reasoned than service employee's job satisfaction, and service employee's job satisfaction is more perceptual than organizational commitment. Job satisfaction is more easily noticeable, its emotional contagion ability is stronger, and the mechanism of its influence on service quality is mainly based on emotional contagion process. Organizational commitment is more recessive and not easily noticeable, but it is the inner drive of employee, and is has a relatively stronger motivation, and the mechanism of its influence on service quality is mainly based on the self-regulation of attitude theory. Service employee's affective commitment to the organization leads to positive coping response, and they make more service effort, and exhibit excellent customer service behavior, which are perceived by customers. Therefore, managers must manage the two kinds of work attitudes in different ways. This finding provides new perspective for the theoretical study of organizational commitment and job satisfaction.

② To empirically demonstrate that the mechanism of the influence of MCSQ on service quality of frontline service employees. To my knowledge, up to now scholars have not reached agreement on the definition of MCSQ, and few studies are from employee perspective (Babakus et al. 2003). Previous studies have only calculated the correlation coefficient between MCSQ and service quality (e. g., Reeves and Hoy 1993), or have explored the influence of MCSQ on service quality in recovery from service failures. However, few studies examine the mechanism of the influence of MCSQ on service quality of frontline service employees in general service context. Based on self-regulation of attitude theory, the study finds that MCSQ affects service quality of frontline service employees through the mediating variables of organizational commitment, job satisfaction and service effort indirectly, and the direct influence of MCSQ on service quality is statistically insignificant by empirical study of frontline service employees from beauty and haircut, mobile telecommunications, retail banking, retailing, and common restaurants sectors in China. This finding not only provides empirical evidence under Chinese culture for self-regulation of attitude theory, but also provides theoretical base for the implementation of internal marketing in order to enhance organizational commitment and job satisfaction of employees, and then to improve service quality.

③ To empirically demonstrate that when customer-oriented employees percept organization's commitment to nurture, develop, support, and reward its employees to achieve service excellence, they can have positive job response (i. e., organizational commitment and job satisfaction). The relationship between customer orientation, organi-

zational commitment and job satisfaction is both controversial and contradictory in academic literature; Moreover, few literatures study the conditions on the influence of customer orientation on job response (Donavan, Brown, & Mowen, 2004). In the only research about customer behavioral intention formation, Gotlieb, Grewal, & Brown (1994) have studied perceived situational control in Bagozzi's (1992) model. However, extant research has not examined individual characteristics variables in the study of service employee's behavior. The present study takes customer orientation as individual characteristics variable, MCSQ as environment appraisal variable, and introduces them into Bagozzi's (1992) model. Customer orientation is a kind of service worker's surface personality trait, and it has great influence on the customer service behavior. MCSQ is employees' appraisal of an organization's commitment to nurture, develop, support, and reward its employees to achieve service excellence. Customer-oriented service workers fit better with those organizations that focus on service quality. According to person-situation fit theory, the congruence between person and organization has great influence on attitude and behavior of employees. The result of structural equation modeling indicates that the goodness of fit index of the conceptual theory model is better after the introducing of customer orientation. Furthermore, hierarchical multiple regression finds that customer orientation has a positive influence on frontline service employee's organizational commitment and job satisfaction. This finding not only provides further empirical evidence for that customer orientation exerts a positive influence directly on frontline service employee's organizational commitment and job satisfaction, but also provides new theoretical framework for study on relationship between customer orientation and job response.

Key Words: organizational commitment job satisfaction service quality management commitment to service quality (MCSQ) customer orientation

目 录

1. 导论	1
1.1 问题的提出	1
1.1.1 研究动机	1
1.1.2 研究背景	2
1.1.3 研究问题	6
1.2 研究思路与目的	7
1.2.1 研究思路	7
1.2.2 研究目的	8
1.2.3 研究范围	9
1.3 研究意义	9
1.3.1 理论意义	9
1.3.2 现实意义	13
1.4 理论基础与研究方法	15
1.4.1 理论基础	15
1.4.2 研究方法	15
1.5 研究路线与主要创新	16
1.5.1 研究路线	16
1.5.2 研究框架	16
1.5.3 本书的创新之处	17
2. 文献综述	19
2.1 组织承诺研究综述	19
2.1.1 组织承诺的定义	20
2.1.2 组织承诺的维度与测量	25

2.1.3	组织承诺的前因后果	27
2.1.4	组织承诺与工作满意	28
2.1.5	组织承诺与服务质量	29
2.1.6	组织承诺研究简评	30
2.2	工作满意研究综述	32
2.2.1	工作满意定义	32
2.2.2	工作满意测量方法	33
2.2.3	工作满意与绩效	34
2.2.4	工作满意与顾客感知	35
2.2.5	工作满意理论简评	38
2.3	服务质量研究综述	39
2.3.1	服务质量	39
2.3.2	一线服务员工所传递的服务质量与测量	46
2.3.3	服务质量研究简评	48
2.4	管理层服务质量承诺研究综述	48
2.4.1	管理层服务质量承诺定义	49
2.4.2	管理层服务质量承诺测量方法	50
2.4.3	管理层服务质量承诺与服务氛围	52
2.4.4	管理层服务质量承诺与服务质量的相关研究	56
2.4.5	管理层服务质量承诺研究简评	57
2.5	顾客导向研究综述	59
2.5.1	顾客导向研究演进	59
2.5.2	顾客导向定义	60
2.5.3	顾客导向测量方法	62
2.5.4	顾客导向相关经验研究	63
2.5.5	顾客导向研究简评	64
2.6	服务努力研究综述	65
2.6.1	服务努力定义	65
2.6.2	服务努力测量方法	66
2.6.3	服务努力相关经验研究	66
2.6.4	服务努力研究简评	67
2.7	自我调节态度理论相关研究	67
2.7.1	传统态度理论	67

2.7.2 自我调节态度理论	68
2.7.3 自我调节态度理论相关经验研究与评析	69
2.8 文献研究小结	74
2.8.1 以往研究的局限	74
2.8.2 本书的探索方向	76
3. 概念模型与研究假设	77
3.1 概念模型	77
3.1.1 基本概念模型	78
3.1.2 基本概念模型的拓展	79
3.2 研究假设	81
3.2.1 管理层服务质量承诺与员工情绪反应	81
3.2.2 一线服务员工顾客导向与情绪反应	83
3.2.3 一线服务员工情绪反应与服务努力	84
3.2.4 一线服务员工服务努力与服务质量	87
3.2.5 管理层服务质量承诺与服务质量	87
3.2.6 一线服务员工情绪反应与服务质量	88
4. 研究设计与方法	92
4.1 变量的操作性定义与测量	92
4.1.1 各潜在变量的操作型定义	92
4.1.2 各潜在变量的测量工具	93
4.1.3 控制变量	95
4.2 问卷设计	95
4.2.1 初步题项形成	96
4.2.2 预试问卷形成	96
4.2.3 正式调查问卷编制	97
4.3 数据收集与样本选择	97
4.3.1 数据来源	97
4.3.2 抽样方式	97
4.3.3 预试问卷调查	98
4.3.4 正式问卷调查	99
4.4 数据分析方法	100

4.4.1	描述统计	100
4.4.2	因子分析	101
4.4.3	结构方程模型 (SEM)	101
4.4.4	分层回归分析	102
5.	研究结果分析	103
5.1	信度与效度分析	103
5.1.1	信度与效度分析概述	103
5.1.2	预试调查结果分析	104
5.1.3	正式调查结果分析	109
5.1.4	小结	113
5.2	结构方程模型的结果分析	113
5.2.1	结构方程概念模型	114
5.2.2	结构方程模型检验	114
5.2.3	结构方程模型总效果与间接效果	117
5.2.4	各潜在内生变量被解释的程度	118
5.2.5	竞争模型比较分析	118
5.2.6	结构方程模型分析小结	120
5.3	分层回归分析	121
5.3.1	各变量的描述统计分析	121
5.3.2	组织承诺的影响因素	122
5.3.3	工作满意的影响因素	122
5.3.4	服务努力的影响因素	123
5.3.5	服务质量的影响因素	123
5.3.6	工作满意和组织承诺对服务努力的影响作用比较	125
5.3.7	工作满意和组织承诺对服务质量的影响作用比较	127
5.3.8	分层回归分析小结	128
6.	讨论、结论与建议	130
6.1	讨论	130
6.1.1	各潜在变量的结构分析	131
6.1.2	管理层服务质量承诺的影响作用	133
6.1.3	顾客导向的影响作用	134