

# Investigating the Effects of Relationship Quality on Organizational Commitment and Prosocial Behavior in Hotel Food & Beverage Division<sup>†</sup>

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## <Abstract>

The present study examines the relationship among relationship quality, organizational commitment, and prosocial behavior. In this study, relationship quality is defined as relationship quality between manager and employee (RQME) and relationship quality between organization and employee (RQOE). The authors also investigate the mediating roles of RQOE and organizational commitment in the conceptual research model. Findings indicate that RQME has a positive and direct effect on RQOE, organizational commitment, and prosocial behavior. The results also show that both RQOE and organizational commitment have a mediating role in the relationship between RQME and prosocial behavior of employees. Finally, the authors found that RQOE influences prosocial behavior through organizational commitment.

Key Words: Relationship quality; Organizational commitment; Role-prescribed prosocial behavior; Extra-role prosocial behavior; Cooperation.

## 1. Introduction

In the current marketplace, customer-contact service employees are increasingly dependent on the relationships they have with their managers and organization as well as customers. Relationships are a series of transactions which build an awareness of a shared relationship through satisfaction and trust among several

other factors (Crosby, Evans, and Cowles, 1990; Morgan and Hunt, 1994).

On the surface, there are a number of important advantages in the idea of building strong relationships between service providers, and their managers and organization in an attempt to increase the level of satisfaction and trust that employees feel towards their managers and organization. The higher levels

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of satisfaction and trust in turn are associated with higher levels of organizational commitment, higher levels of prosocial behavior, and lower levels of turnover intention. On the other hand, customers also receive various types of benefits from these relationships such as confidence, special treatment, and social benefits (Gwinner, Gremler, and Bitner, 1998). In other words, the above behavior can be regarded as important determinants of perceived service quality, customer satisfaction, and customer loyalty. By fostering close manager-employee and organization-employee relationships, service organizations inevitably gain organizational profitability.

A considerable number of factors have contributed to the quality of relationship as a critical ingredient for determining relationship success. Relationship quality has two dimensions in this study, namely satisfaction and trust, as in previous research on relationship quality (Crosby, Evans, and Cowles, 1990). Satisfaction refers to the degree to which interactions between managers, organization, and employees meet their expectations for performance (Wilson, 1995). Trust is viewed to minimize risk and to maximize cooperation in exchange relationships (Schurr and Ozanne, 1985). In addition, Bejou, Wray, and Ingram (1996) conclude that relationship quality is an important prerequisite to a successful long-term relationship.

Despite the importance of relationship quality, relatively little attention is being paid to this issue within the literature on services

marketing/management. Furthermore, there has been a dearth of studies that examine relationship variables at different levels of relationships (Wong and Sohal, 2002, p. 424). Splitting the relationship variables into different levels allows the identification of basic differences in manager-to-employee (managerial) as well as organization-to-employee (organizational) relationships. The recognition of these differences has practical implications for service providers, as they can direct their efforts to improve important attributes on both the interpersonal as well as company level. In doing so, service firms can find ways to bridge the perceptual gap between the two levels of relationships highlighted above. The purpose of this study is, therefore, to investigate the relationship among relationship quality, organizational commitment, and prosocial behavior. In this study, relationship quality is defined as relationship quality between manager and employee (RQME: hereafter RQME) and relationship quality between organization and employee (RQOE: hereafter RQOE). In addition, the authors investigate the mediating roles of RQOE and organizational commitment in the conceptual research model.

## 2. Literature review

### 2.1. Relationship quality

Relationship quality refers to an employee's

perceptions of how well the whole relationship fulfills the expectations, predictions, goals, and desires the employee has concerning the whole relationship (Wong and Sohal, 2002). In the marketing literature, relationship quality can be viewed as a metaconstruct composed of several key dimensions reflecting the overall nature of relationship (Hennig-Thurau, Gwinner, and Gremler, 2002).

The dimensions of relationship quality proposed in prior research include professional relations and social relations (Gummesson, 1987), degree of structural bonding such as technology, alternatives, and adaptability (Han, Wilson, and Dant, 1993), customer orientation (Dorsch et al., 1998; Palmer and Bejou, 1994), expertise (Palmer and Bejou, 1994), social bonds such as commitment, coordination, communication, and goal congruence (Mohr and Spekman, 1994), conflict resolution, willingness to invest and expectation to continue (Kumar et al. 1995), relational value (Ravald and Grnroos, 1996), opportunism (Dorsch et al., 1998), and cooperative norms (Baker et al., 1999). However, there is a general consensus that satisfaction and trust are the key components of relationship quality (Crosby et al., 1990; Mohr and Spekman, 1994). Crosby et al. (1990) also suggest that future sales opportunities in a service context rely mostly on relationship quality (i.e., trust and satisfaction).

Prior research suggests that members of high-quality relationships are more satisfied with their duties assumed and performed by

the individual parties (cf. Crosby et al., 1990) and are more committed to the relationship (Dwyer et al. 1987). Satisfaction, then, can be viewed as an emotional state that occurs in response to the evaluation of these interaction experiences (Westbrook, 1981). When managers emphasize the improvement of skills and abilities and reward employees for such improvements, they increase employee's intrinsic motivation, enjoy a closer and more productive relationship with them, and improve their aptitude. This, in turn, increases the employee's satisfaction with a manager (Challagalla and Shervani, 1996). Lawler (1992) also demonstrates that organizations can obtain competitive advantages in the marketplace by offering incentives to employees to develop certain skill sets.

Trust is a fundamental relationship model building block and is included in most relationship models (Wilson, 1995). Trust has a vital influence on interpersonal and intergroup behavior (Golembiewski and McConkie, 1975) and in the development of business relationships (Anderson and Weitz, 1989) such as salesperson's efforts and performance (Kim, 2003) and employee's extra efforts beyond his or her expected duties (Yoon and Jang, 2006). Trust has been defined in various ways in the relationship marketing literature: as "a willingness to rely on an exchange partner in whom one has confidence" (Moorman et al., 1992); and as "the belief that a partner's word or promise is reliable and a party will fulfill

his/her obligations in the relationship” (Schurr and Ozanne, 1985). Both definitions also emphasize the importance of confidence on the part of the trusting partner. Indeed, one would expect a positive outcome from a partner on whose integrity one can rely on confidently (Morgan and Hunt, 1994). Furthermore, organizational trust refers to employee faith in corporate goal attainment and organizational leader, and to the belief that ultimately, organizational action will be beneficial for employees (Kim and Mauborgne, 1993).

## 2.2. Organizational commitment

In terms of organizational theory, organizational commitment can be referred to employees' attachments to their organization (Buchanan, 1974). Commitment can be defined as a lasting desire to maintain a valued relationship (Moorman et al., 1992).

Commitment is an essential element for successful long-term relationships (Morgan and Hunt, 1994). Commitment influences service quality of employees, creates more flexibility, reinforces employee competence to be innovative, and makes employees to do best (Morris et al., 1990). However, the lack of commitment results in negative consequences such as turnover, absenteeism, and withdrawal (Hunt et al. 1985).

Also, Harvey and Brown (1992) defined organizational commitment has been an important factor involving organizational goal

achievement, innovation, and stability. Organizational commitment improves the relationship among service providers, business owners, and interest-related others in an organization by building trust (Harvey and Brown, 1992). As a result, organizational commitment has a positive influence on the organizational climate such as organizational development, growth, and survival.

## 2.3. Prosocial behavior

There is no obvious consensus on a definition of prosocial behavior. Nonetheless, prosocial behavior can be generally defined as the helpful behavior of employees directed toward the organization or other individuals (Bettencourt and Brown, 1997; Brief and Motowidlo, 1986). In the recent past, prosocial behavior has been called by numerous names, including organizational citizenship behavior (MacKenzie et al., 1993; Netemeyer et al., 1997), prosocial organizational behavior (Brief and Motowidlo, 1986), and spontaneous behavior (George and Brief, 1992). Prosocial behavior has clearly important implications for organizations. It represents ways in which an individual can take action when necessary to protect the organization from unexpected danger, act spontaneously and voluntarily to promote the organization's interests, and improve the self-development and preparation for higher levels of organizational responsibility (Brief and Motowidlo, 1986, p. 710). There are several

vital distinctions between different kinds of prosocial behavior. In study, however, from the service provider's point of view, prosocial behavior is identified as role-prescribed prosocial behavior, extra-role prosocial behavior, and cooperation.

First, role-prescribed prosocial behavior refers to employee behavior regarded as implicit customs in the workplace or responsibilities specified in job descriptions, performance evaluation forms, such as showing fundamental courtesy and accurate knowledge of service policies and products, calling customers by name, saying "thank you" to customers, and cross-selling the organization's services (Bettencourt and Brown, 1997; Brief and Motowidlo, 1986). This behavior also has a positive effect on customer satisfaction, customer loyalty, and sales performance (Bitner et al., 1990; George, 1991; Keaveney, 1995; Kelley et al., 1993; Parasuraman et al., 1988). This behavior is also considered by managers as more essential than exceptional productivity (Organ, 1977).

Second, extra-role prosocial behavior refers to voluntary behavior of contact employees that are not formally specified role requirements. It means "delighting" customers by providing "extra attention", "spontaneous exceptional services", and "little extras" and extra services "beyond the customer call" driving loyalty as well as positive emotional response from customers (Bettencourt and Brown, 1997; Bitner et al., 1990). Unlike role-prescribed prosocial behavior is believed to be functional, extra-role

prosocial behavior can be either functional or dysfunctional. For example, helping customers beyond formal role requirements benefits them personally, but can be costly for the organization and reduce the organizational efficiency (Brief and Motowidlo, 1986).

Third, cooperation refers to the helpful behavior of contact employees to other member of their immediate workgroup to attain the mutual goals (Bettencourt and Brown, 1997). It means that cooperation and internal service among contact employees can be the basis of providing exceptional service to external customers (Azzolini and Shillaber, 1993). Yilmaz and Hunt (2001) demonstrate that salesperson cooperation is a critical determinant of the effectiveness of selling efforts for many businesses.

### 3. Research design

#### 3.1. Research model

The research model here proposes that RQME has a significant association with RQOE. Additionally, RQME and RQOE affect organizational commitment, and this effect, then, positively influences employees' prosocial behavior comprising role-prescribed prosocial behavior, extra-role prosocial behavior, and cooperation. It implies that if employees develop satisfaction and trust in the relationship with managers and organization, they may offer

better service quality to customers. The six hypotheses developed in the next section are depicted schematically in Figure 1.

### 3.2. Research hypotheses

#### 3.2.1. The relationship between RQME and RQOE

The concepts of RQME and RQOE are developed based on the view of relationship marketing in that a long-term relationship between salespersons and customers provides enhanced benefits to both parties.

In this study, satisfaction is classified into two aspects: (1) satisfaction with managers and (2) satisfaction with organization. This has been suggested in the previous literature (Reynolds and Beatty, 1999) and empirically tested in other contexts (Goff et al., 1997). Reynolds and Beatty (1999) contend that salesperson satisfaction is associated positively with company satisfaction. Previous research found that overall

satisfaction with a company is related to satisfaction with the salesperson. (cf. Goff et al., 1997). Furthermore, Beatty et al. (1996) observed that customers' positive feelings towards their salesperson often transferred to the company. Goff et al. (1997) found that satisfaction with the salesperson positively affected satisfaction with the company. Oliver and Swan (1989) and Crosby et al. (1990) also support this view. Reynolds and Beatty (1999) argue that these are significant findings in that they prove the importance of both functional and social benefits of salesperson satisfaction and the subsequent effects of salesperson satisfaction on other variables essential to the survival of the company. Furthermore, Park and Deitz (2006) found that the relationship quality between manager and subordinate affected job satisfaction. Therefore, we expect that satisfaction with manager will affect satisfaction with organization.

A previous work by Plank et al. (1999)

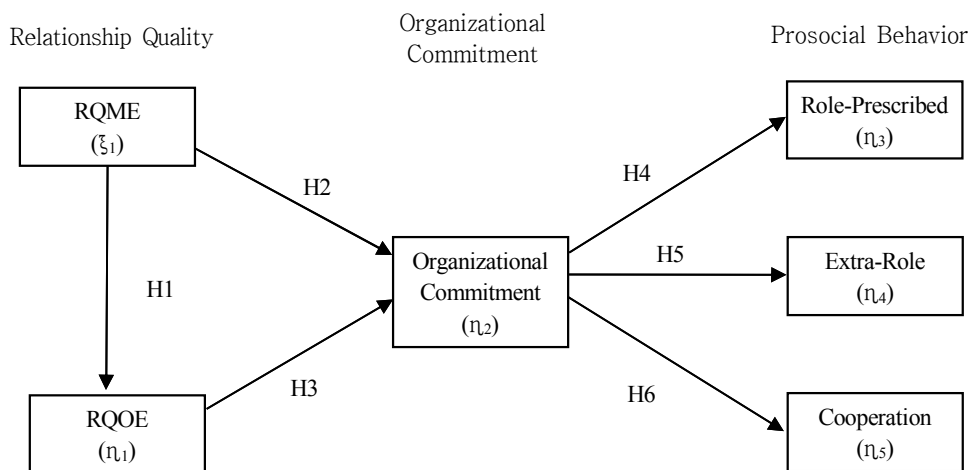


Figure 1. The research model

suggests that trust is conceptualized within a buyer-seller relationship as comprising three correlated factors: salesperson trust, company trust, and product/service trust. Like satisfaction, trust, thus, can be classified into trust in managers and trust in organization. As discussed above, this discussion believes that trust in managers may affect trust in organization.

On the basis of the preceding discussion, we hypothesize that:

**H1:** The greater the relationship quality between manager and employee, the greater the relationship quality between organization and employee.

### 3.2.2. *The relationship between relationship quality and organizational commitment*

Because RQME and RQOE are composed of satisfaction and trust, to illustrate the relationship between RQME, RQOE, and organizational commitment, we begin with literature review on the relationship between employee's job satisfaction and organizational commitment, and the relationship between employee's trust and organizational commitment.

Job satisfaction has been widely studied as an antecedent to promote organizational commitment (cf. Behrman and Perreault, 1982; Brown and Peterson, 1993; Williams and Hazer 1986). Although both job satisfaction and organizational commitment are regarded as job attitudes, job satisfaction is also considered to cause organizational commitment because it is

more specific, less stable, and more rapidly formed (cf. Williams and Hazer, 1986). This finding is empirically supported by recent evidence (MacKenzie et al. 1998; Udo et al., 1997). In addition, empirical research indicates that in service-based organizations, employees' perceptions of job satisfaction have a significant effect on organizational commitment (Lee et al., 2006; Smith et al., 1996). Brown and Peterson's (1993) recent meta-analysis also indicates that satisfaction has a positive effect on organizational commitment.

On the other hand, prior research, in particular in the marketing area, has shown the role of trust as a determinant of commitment (Chenet et al., 2000; Hunt and Morgan, 1994). This discussion is supported by a number of empirical research (Kim, Yeo, and Kim, 2004; Garbarino and Johnson, 1999; Moorman et al., 1992; Selnes, 1998).

Based on this evidence, we propose that RQME and RQOE containing satisfaction and trust will affect employees' organizational commitment.

**H2:** RQME is positively associated with organizational commitment.

**H3:** RQOE is positively associated with organizational commitment.

### 3.2.3. *The relationship between organizational commitment and prosocial behavior*

Numerous empirical findings show that organizational commitment is an antecedent influencing service providers' prosocial behavior

(cf. Brief and Motowildo, 1986; MacKenzie et al., 1998; O'Reilly and Chatman, 1986). Generally, service providers with strong organizational commitment also are willing to work beyond required duties. Consequently, this has a positive effect on excellent service quality (Zeithaml et al., 1990). Moreover, Boshoff and Mels (1995) proved this reasoning through their study targeting salespersons working for insurance firms. Several researchers also suggest that service providers who enhance the relationship quality with their organizations will perform prosocial behavior toward their customers accompanying with the increase of organizational profits (Kim and Han, 2000; Lee et al., 2006). Specially, Lee et al. (2006) suggested that organizational commitment increased prosocial behaviors such as role-prescribed and extra-role customer service.

As mentioned earlier, prosocial behavior was classified into three facets such as role-prescribed prosocial behavior, extra-role prosocial behavior, and cooperation. On the basis of the preceding discussion, we hypothesize that organizational commitment influences each dimension of prosocial behavior.

- H4:** Organizational commitment is positively associated with role-prescribed prosocial behavior.
- H5:** Organizational commitment is positively associated with extra-role prosocial behavior.
- H6:** Organizational commitment is positively associated with cooperation.

### 3.3. Sample and data collection

To analyze the structural relationship between research units, in this context, sample was an employee (below the level of chief) working in the food and beverage (F & B) division, specifically in the five-star deluxe hotel, which are located in Seoul, Korea.

Before distributing questionnaires, the authors first explained the contents of questionnaire to directors and managers in the F & B division, and got the permission to conduct this research. If the employees consented to participate in the survey, self-administered questionnaires were presented to them. In total, 280 questionnaires were distributed. Thirteen respondents were deleted from the sampling frame. The respondent rate was 83.2%, with 233 surveys returned. However, 13 questionnaires were incomplete, resulting in 220 usable questionnaires.

The demographic characteristics of 220 respondents indicated that 145 (65.9%) respondents were male and 75 (34.1%) were female. The ages of the respondents were categorized as follows: 20 respondents (9.1%) were between 20 and 24, 96 (43.6%) were between 25 and 29, 58 (26.4%) were between 30 and 34, 32 (14.5%) were between 35 and 39, 9 (4.1%) were above 40, and five (2.3%) didn't answer. With regard to education, high school was 11 (5.0%), two-year college was 150 (68.2%), four-year college was 48 (21.8%), graduate degree was 6 (2.7%), and five gave no response (2.3%). According to year's tenure,



84 were less than 3 years (38.2%), 31 were 4-5 years (14.1%), 50 were 6-9 years (22.7%), 35 were 10-14 years (15.9%), 15 were more than 15 years (6.8%), and five gave no response (2.3%).

### 3.4. Measures

A seven-point scale ranging from “strongly disagree” to “strongly agree” was used to measure all variables (see the Appendix).

Crosby et al.'s (1990) state that RQME generally consists of satisfaction with a manager and trust in a manager. *Satisfaction with a manager* was measured by using five items adapted by Jaworski and Kohli (1991) on the basis of Churchill et al.'s (1974) study. *Trust in a manager* was measured by using five items adapted from the studies of Garbarino and Johnson (1999), and Crosby et al. (1990). The reliability coefficients for each construct were .91 and .91, respectively.

Like RQME, RQOE generally consists of satisfaction with an organization and trust in an organization. *Satisfaction with an organization* was measured by using five items adapted by Jaworski and Kohli (1991) on the basis of Churchill et al.'s (1974) study. *Trust in an organization* was measured by using five items adapted from the studies of Garbarino and Johnson (1999), and Crosby et al. (1990). The reliability coefficients for each construct were .89 and .93, respectively.

Organizational commitment was measured by using eight items out of fifteen items developed by Mowday et al. (1979). The

reliability coefficient was .88. Finally, prosocial behavior was classified into three facets such as role-prescribed prosocial behavior, extra-role prosocial behavior, and cooperation and was measured by using the underlying fifteen items developed by Bettencourt and Brown (1997). The reliability coefficients for each construct were .77, .81, and .90, respectively.

## 4. Results

### 4.1. Measurement results

The overall measurement quality was assessed using confirmatory factor analysis (Anderson and Gerbing 1992). Although measurement quality is sometimes assessed factor by factor, each multiple-item indicator was considered simultaneously to provide for the fullest test of convergent and discriminant validity. Initial analyses suggested that eighteen items with low factor loadings (below .50) should be dropped from further analyses (see Appendix).

All loadings exceed .5, and each indicator t-value exceeds 6.0 ( $p < .001$ ). The  $\chi^2$  fit statistics shows 404.95 with 247 degrees of freedom ( $p < .001$ ). The root mean squared error for approximation (RMSEA) is .054, the comparative fit index (CFI) is .95, the adjusted goodness-of-fit index (AGFI) is .83, the parsimony normed fit index (PNFI) is .73, and the  $\chi^2/df$  ratio is 1.64. All statistics support the overall measurement quality given

Table 1. Construct intercorrelations, mean, and standard deviation

	Mean	S.D.	1	2	3	4	5	6
1.RQME	4.39	1.12	1.00					
2.RQOE	4.16	1.21	.64 <sup>a</sup>	1.00				
3.OC	4.66	.96	.58 <sup>a</sup>	.59 <sup>a</sup>	1.00			
4.RPPB	4.91	1.20	.33 <sup>a</sup>	.15 <sup>b</sup>	.37 <sup>a</sup>	1.00		
5.ERP	4.97	1.15	.36 <sup>a</sup>	.17 <sup>b</sup>	.48 <sup>a</sup>	.67 <sup>a</sup>	1.00	
6.Cooperation	4.87	1.17	.41 <sup>a</sup>	.27 <sup>a</sup>	.51 <sup>a</sup>	.58 <sup>a</sup>	.70 <sup>a</sup>	1.00

Note:

RQME: relationship quality between manager and employee  
 RQOE: relationship quality between organization and employee  
 OC: organizational commitment  
 RPPB: role-prescribed prosocial behavior  
 ERPB: extra-role prosocial behavior

a)  $p < .01$   
 b)  $p < .05$

a large sample and the number of indicators (Anderson and Gerbing, 1992). Furthermore, the evidence of discriminant validity exists when the proportion of variance extracted in each construct exceeds the square of the coefficients representing its correlation with other factors (Fornell and Lacker, 1981). As shown in Table 1, one pair of scales with the highest correlation between them is extra-role

prosocial behavior and cooperation ( $r = .70$ ,  $r^2 = .49$ ). The variance extracted estimates are .62 and .57, respectively, indicating adequate discriminant validity. Although one may also be concerned about the discriminant validity of the role-prescribed prosocial behavior and extra-role prosocial behavior constructs, the correlation between role-prescribed prosocial behavior and extra-role prosocial behavior is .67

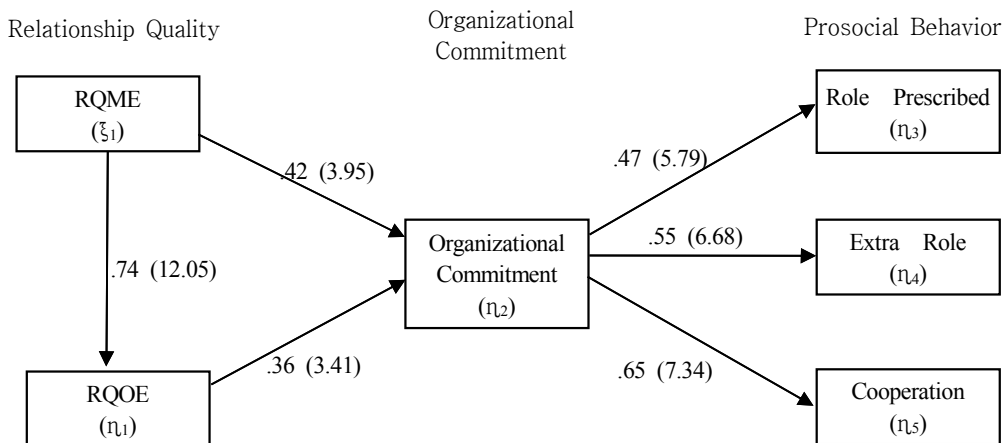


Figure 2. The estimated model for relationship quality, organizational commitment, and prosocial behavior

( $\chi^2 = .45$ ). Thus, according to this assessment, the measures appear to have acceptable levels and validity.

#### 4.2. Testing of hypotheses

##### 4.2.1. Overall model results

The data were analyzed with the use of LISREL 8.5. The covariance matrix was used in the analysis. The maximum-likelihood estimates for the various parameters of the overall fit of the model are given in Table 2. The  $\chi^2$  statistics suggests that the data did not fit the model ( $\chi^2 = 131.88$ ,  $df = 81$ ,  $p =$

Table 2. Standardized structural estimates

Path	Proposed model <sup>a</sup>	Rival model <sup>b</sup>
RQME → RQOE	.74 (12.05)	.75 (11.96)
RQME → Organizational commitment	.42 (3.95)	.44 (3.20)
RQME → RPPB		.32 (2.44)
RQME → ERPB		.33 (2.55)
RQME → Cooperation		.29 (2.20)
RQOE → Organizational commitment	.36 (3.41)	.42 (3.95)
RQOE → RPPB		-.31 (-2.25)
RQOE → ERPB		-.43 (-3.41)
RQOE → Cooperation		-.33 (-2.36)
Organizational commitment → RPPB	.47 (5.79)	.46 (3.57)
Organizational commitment → ERPB	.55 (6.68)	.68 (5.08)
Organizational commitment → Cooperation	.65 (7.34)	.69 (4.98)
<i>Indirect effects</i>		
RQME → Organizational commitment	.26 (3.36)	.33 (3.86)
RQME → RPPB	.32 (5.40)	.08 (.79)
RQME → ERPB	.38 (6.10)	.10 (.97)
RQME → Cooperation	.45 (6.60)	.22 (1.98)
RQOE → RPPB	.17 (3.06)	.20 (2.59)
RQOE → ERPB	.20 (3.17)	.30 (3.04)
RQOE → Cooperation	.23 (3.24)	.30 (3.06)
<b>SMC (R<sup>2</sup>)</b>		
RQOE	.55	.56
Organizational commitment	.53	.54
RPPB	.22	.27
ERPB	.31	.41
Cooperation	.43	.48
$\chi^2$	131.88	116.29
d.f	81	75
p	.0003	.0016

<sup>a</sup>  $\chi^2 = 131.88$ ,  $df = 81$ ,  $p = .0003$ , GFI = .93, AGFI = .89, CFI = .97, NFI = .93, RMSEA = .054

<sup>b</sup>  $\chi^2 = 116.29$ ,  $df = 75$ ,  $p = .0016$ , GFI = .93, AGFI = .89, CFI = .98, NFI = .94, RMSEA = .050

$t_{crit0=.10} = 1.64$  (two-tailed test)

$t_{crit0=.05} = 1.96$  (two-tailed test)

$t_{crit0=.01} = 2.57$  (two-tailed test)

Note:

RQME: relationship quality between manager and employee

ROOE: relationship quality between organization and employee

OC: organizational commitment

RPPB: role-prescribed prosocial behavior

ERPB: extra-role prosocial behavior

.00031). But, due to the sensitivity of the  $\chi^2$  statistic, it is not likely an appropriate measure of the goodness-of-fit of the model. Therefore, the overall evaluation of the fit was based on multiple indicators (cf. Bollen, 1989; Hair et al., 2006). These multiple indicators suggest that the data fit the model quite well, justifying further interpretation. The goodness-of-fit index (GFI) was .93; the normal fit index (NFI) was .93; RMSEA was .054; and CFI was .97.

The squared multiple correlation (SMCs;  $R^2$ ) for the structural equations for RQOE, organizational commitment, role-prescribed prosocial behavior, extra-role prosocial behavior, and cooperation was .55 (55.0%), .53 (53.0%), .22 (22.0%), .31 (31.0%), and .43 (43.0%), respectively.

### 4.3. Testing the hypothesized structural models

#### 4.3.1. Influence of RQME and RQOE on Organizational Commitment

The set of hypotheses (H1 - H3) addresses the structural relationships between RQME, RQOE, and organizational commitment. We hypothesized that RQME is directly related to RQOE (H1). The LISREL coefficient estimate related to RQOE is strongly positive ( $\beta_{11} = .74$ ), and is statistically significant ( $t$ -value = 12.05). Thus H1 is supported.

H2 states that RQME improve organizational commitment. As expected, RQME is positively related to organizational commitment ( $\beta_{21} =$

.42,  $t$ -value = 3.95) at the level of  $p < .01$ . Thus, H2 is supported.

H3 states that RQOE is expected to increase organizational commitment. The results show that RQOE have positive effect on organizational commitment, and statistically significant ( $\beta_{21} = .36$ ,  $t$ -value = 3.41,  $p < .01$ ). Thus, H3 is supported.

#### 4.3.2. Influence of Organizational Commitment on Prosocial Behavior

The set of hypotheses (H4 - H6) addresses that organizational commitment influences prosocial behavior of employee. We hypothesized that organizational commitment is directly related to role-prescribed prosocial behavior of employee (H4). The LISREL coefficient estimate related to role-prescribed prosocial behavior of employee is positive ( $\beta_{32} = .47$ ), and statistically significant ( $t$ -value = 5.79,  $p < .01$ ). Thus, H4 is supported.

H5 states that organizational commitment improves extra-role prosocial behavior. As expected, organizational commitment is positively related to extra-role prosocial behavior ( $\beta_{42} = .55$ ,  $t$ -value = 6.68) at the level of  $p < .01$  and thus, H5 is supported.

H6 states that organizational commitment is expected to increase employee cooperation. The results show that organizational commitment is positively related to cooperation, and statistically significant ( $\beta_{52} = .65$ ,  $t$ -value = 7.34). Thus, this result supports H6.

#### 4.4. Testing the rival model

The rival model was built on the basis of theoretical arguments. In relationship marketing literature, Morgan and Hunt (1994) suggested that cooperation is the only outcome posited to be influenced directly by both relationship commitment and trust. Anderson and Williams (1996) demonstrated that high-quality working relationship between leader and subordinate contribute to helping. Podsakoff et al. (1990) found that trust in and loyalty to the leader and satisfaction with a leader influence subordinate altruism (helping). Brower et al. (2000) asserted that in leader-member exchange, trust in leader increase satisfaction, commitment and citizenship. However, if we see consider trust and satisfaction as a component of relationship quality, RQME would influence directly prosocial behavior.

From this view, RQOE also would have directly positive effect on prosocial behavior. Thus, we can infer that RQME and RQOE would be directly related to prosocial behavior. Accordingly, we compare the proposed model with its rival model on the criteria of  $\chi^2$  statistics difference (MacKenzie et al. 1986). The test of the rival model is to determine whether the proposed model, regardless of the overall fit (within reasonable limits), is acceptable, because no other similarly formulated model can achieve a higher level of fit (Hair et al., 2006). Two structural models are hierarchically related if one of the models includes all of the structural relationships present in the other model plus at least one unique relationship. In other words, one model is completely nested in the other model. For example, the proposed model is “nested” in the rival model.

As shown in Table 2, we compared <sup>2</sup>

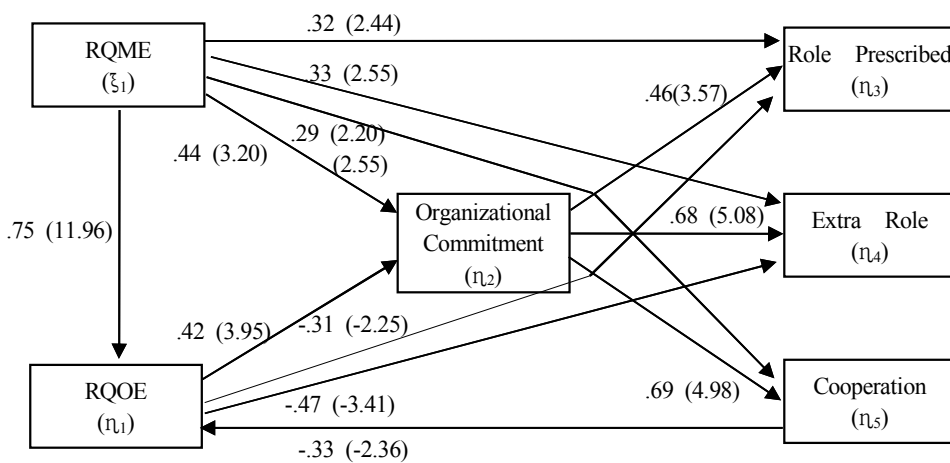


Figure 3. The rival model for relationship quality, organizational commitment, and prosocial behavior

statistics between the proposed model and the rival model using the proposed model as a reference point. The  $\chi^2$  statistics difference between the proposed model and the rival model is significant ( $\chi^2 = 15.59$ ,  $df = 6$ ,  $p < .01$ ). In addition, the CFI (.98) for the rival model is slightly superior to that of the proposed model (CFI = .97). Also, the RMSEA (.050) of the rival model is less than that of the proposed model (.054). These findings indicate that adding a path from control systems to trust in a manager does improve its fit significantly. Therefore, we can conclude that the rival model is best of the two models.

## 5. Conclusion

### 5.1. Discussion

This study was motivated by two objectives: (1) to use a more complete conceptualization of RQME and RQOE construct that included dimensions of satisfaction with a manager and an organization, and trust in a manager and an organization; and (2) to examine the simultaneous mediating mechanisms of RQOE and organizational commitment in prosocial behavior processes.

The findings of this study indicate that RQME is powerful predictors of RQOE, organizational commitment, and prosocial behavior in the context of hotel food & beverage service, thus supporting previously

mentioned argument. In fact, the association between RQME and RQOE is much stronger than the associations of other constructs. Thus, our study might provide guidelines for managers in developing effective relationship quality to improve RQOE. It appears that when the effect of RQME is accounted for, presence of RQOE is important to increase organizational commitment.

Although we posited that the influence of RQME and RQOE on prosocial behavior is mediated by organizational commitment, our results offer a complex pattern of evidence. The effect of RQME on prosocial behavior is direct and mediated by organizational commitment, whereas the influence of RQOE on prosocial behavior is fully mediated. This suggests that the direct influence of RQOE seems to be marginal; rather, prosocial behavior is likely to be driven primarily by satisfaction with a manager and trust in a manager. Our findings also mean that, with experiencing relationship quality with a manager, employees do improve relationship quality with an organization, which, in turn, leads to organizational commitment, and ultimately increases prosocial behavior. This finding is similar to that of Podsakoff et al.'s (1990) work that subordinate altruism (helping) was related to subordinate trust in and loyalty to the leader. The findings also show that employees' judgments about the quality of their relationship with managers would affect their willingness to provide prosocial behavior that

benefits their organization and manager. According to Anderson and Williams (1996), from an exchange perspective, prosocial behavior would likely be perceived as an expected part of high-quality relationship.

## 5.2. Implications

This study contributes to explain a more complete understanding of the effect of RQME and RQOE on employee's prosocial behavior, and extend the leader-member exchange framework, which incorporates satisfaction with a manager and an organization as a component of manager-employee relationships.

Our findings suggest that when RQME and RQOE influence organizational commitment, which in turn, increase prosocial behavior directly or indirectly, ultimately it can improve customer satisfaction, service quality and favorable word-of-mouth (Bettencourt and Brown, 1997). It also can link with salesperson performance (George, 1991) and business performance (Koys, 2003). In sum, RQME may be more potent predictive construct because it influences RQOE, organizational commitment, and prosocial behavior. This means that if managers fail to interact with their employees efficiently, they cannot achieve higher quality of service that influences organizational effectiveness. The interaction between managers and their employees may be strongest signal that the managers care for their well-being (Ramaswami and Singh, 2003). This suggests

that RQME is likely to be critical to increase job or life satisfaction of employees. Thus, RQME should receive priority from management, because it account for RQOE. Thus, management should understand what type of leadership or control influence RQME. For example, management needs to identify regularly whether their managers use discrete transaction or relationship-based control or leadership with their employees. This might contribute to shape an appropriate leadership or control type. According to LMX (leader-member exchange) theory, RQME increases RQOE, job satisfaction, organizational commitment, and organizational citizenship (Graen and Uhl-Bien, 1995), which, in turn, might reduce turnover (costs). This suggests that managers should evaluate their leadership or control perceived by their subordinates periodically. Testa (2001) asserted that managers should know how their employees feel about them. He also suggested that leaders' lack of awareness of employees' true feeling must be addressed for the sake of improving employee satisfaction and, in turn, customer service. This phenomenon occurs at the level of organization as well. From this perspective, our findings suggest that management should measure their leadership or control climate, develop solutions, and define desired leadership or control. These processes might strengthen RQME and RQOE. RQME and RQOE can be regarded as a social capital that makes organizations work effectively (Prusak and Cohen, 2001; Testa, 2001).

Through jointly trained leaders and employees, if managers emphasize improving employees' competence through better skills and abilities, and give guidance on the way to improve selling skills and abilities, it is likely to link with RQME and RQOE, leads organizational commitment, and ultimately increase prosocial behavior. This means that if employees were perceived to be social capital by managers or organization, they are likely to have a high level of motivation, and are highly grateful to their managers and organization. Therefore, managers and organizations should cultivate desired leadership or control climate that would build the foundation for RQME and RQOE.

### 5.3 Limitations and future research directions

Although this study tried to expand our knowledge of the effects of RQME and RQOE to organizational commitment and prosocial behavior and identify the underlying process through which this occurs, there are several limitations that suggest fruitful directions for further research. First, the samples of this study were surveyed in the context of hotel food & beverage operation, and this may delimit generalization. To broaden the database for further generalizations, the comparison of the results presented here with those from other industry contexts would be worthwhile. For example, this study can be done in the

context of family restaurants, hospitals, public sectors, etc.

Second, this study did not include relevant variables that influence RQME and RQOE. For example, antecedents such as control systems (Challagalla and Shervani, 1996), transformation and transactional leadership (MacKenzie et al., 2001), and consequences such as salesperson performance (George, 1991) and business performance (Koys, 2003) can be included into current model. Their inclusion in future research can shed further light on our understanding of the underlying process that lead to better prosocial behavior.

Third, the constructs in this study were measured by the same respondents. This measurement practice is likely to create social-desirability bias or common method variance, which may potentially provide biased estimates of model parameters (e.g., Jo, 2000). For example, further research need to measure prosocial behavior using the data collected from managers.

Finally, longitudinal research would make great contributions to our understanding of antecedents and consequences of RQME and RQOE. Future research can help clarify the long-term effects of antecedents (e.g., control systems) on RQME and RQOE, making possible better inferences about both their development over time and their causal sequence.

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## &lt;Appendix&gt;

Measurement model resulting from confirmatory factor analysis <sup>a</sup>

Constructs and variables	Standardized factor loadings (t-value)	CCR <sup>b</sup>	AVE <sup>c</sup>
<b><i>Satisfaction with a manager</i></b>			
		.80	.58
1. My manager does a good job of helping me develop my potential.	.76 (12.78)		
2. In general, I am satisfied with my manager.*			
3. I enjoy working with my manager.	.88 (16.01)		
4. My manager is too interested in his/her success to care about my needs.*			
5. My manager sees that I have the things I need to do my job.	.80 (13.83)		
<b><i>Trust in a manager</i></b>			
		.89	.60
1. My manager always meets my expectations.	.84 (14.89)		
2. There is no sense of distance between my manager and me.	.83 (14.66)		
3. My manager is always sincere.	.81 (14.19)		
4. My manager always tries to keep his/her promises.*			
5. I trust my manager.	.77 (13.10)		
<b><i>Satisfaction with an organization</i></b>			
		.86	.52
1. My organization does a good job of helping me develop my potential.	.72 (12.05)		
2. In general, I am satisfied with my organization. *			
3. I enjoy working with my organization.	.82 (14.30)		
4. My organization is too interested in his/her success to care about my needs.	.76 (12.91)		
5. My organization sees that I have the things I need to do my job.	.79 (13.57)		
<b><i>Trust in an organization</i></b>			
		.90	.76
1. My organization always meets my expectations. *			
2. My organization tries to exert the right management.	.87 (15.76)		
3. My organization tries to understand employees.	.89 (16.53)		
4. In general, my organization has a responsibility.	.85 (15.38)		
5. I trust my organization. *			
<b><i>Organizational commitment</i></b>			
		.82	.47
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.*			
2. I feel very loyalty to this organization.*			
3. I would accept almost any type of job assignment in order to keep working for this organization.*			
4. I find that my values and the organization's values are very similar.	.73 (11.83)		
5. I am proud to tell others that I am part of this organization.	.75 (12.17)		
6. This organization really inspires the very best in me in the way of job performance.	.74 (12.05).		
7. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	.69 (10.89)		
8. For me, this is the best of all possible organizations for which to work.*			

<b><i>Role-prescribed prosocial behavior</i></b>		.82	.69
1. I perform all those tasks for customers that are required. *			
2. I meet formal performance requirements when serving customers. *			
3. I fulfill responsibilities to customers as specified in the job description.	.80 (13.11)		
4. I adequately complete all expected customer-service behavior.	.87 (14.65)		
5. I help customers with those things which are required. *			
<b><i>Extra-role prosocial behaviors</i></b>		.83	.62
1. I voluntarily assist customers even if it means going beyond job requirements.	.74 (12.29)		
2. I help customers with problems beyond what is expected or required.	.82 (14.28)		
3. I often go above and beyond the call of duty when serving customers.	.80 (13.67)		
4. I willingly go out of the way to make a customer satisfied. *			
5. I frequently go out the way to help a customer. *			
<b><i>Cooperation</i></b>		.73	.57
1. I help other employees who have heavy work loads.	.77 (12.39)		
2. I am always ready to lend a helping hand to those employees around me. *			
3. I help orient new employees even though it is not required. *			
4. I voluntarily give my time to help other employees.	.74 (11.85)		
5. I willingly help others who have work related problems. *			

<sup>a</sup>  $\chi^2 = 404.95$ ,  $df = 247$  ( $p < .001$ ), CFI = .95, PNFI = .73, RMSEA = .054

<sup>b</sup> Composite Construct Reliability

<sup>c</sup> Average Variance Extracted

\* The items were discarded.