

# AN EXAMINATION OF ORGANIZATIONAL PREDICTORS OF FRONT-LINE EMPLOYEE SERVICE ATTITUDE

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## ABSTRACT

Both organizational researchers and practitioners alike consider service quality an increasing important topic in today's service-oriented economy. Organizations in this new millennium will continue to face difficult and complex consumers' challenges for better services. In every aspect of the service quality, the front-line employee service attitude is the most critical factor (Heskett, 1987; Tansuhajm, Randall and McCllough, 1988; Lin and Chiu, 1999).

This study examined the organizational factors that may correlate with the front-line employee service attitude, namely, organizational culture, quality of work life, and supervisor leadership style. Survey questionnaires were distributed to the front-line employees who provide face-to-face services to customers in various chain stores via the convenient sampling method. The chain stores surveyed in this work included apparel stores such as Hang Tan and Giordano, or convenient stores such as 7-11. A total of 150 usable questionnaires were collected. Respondents ranged in age from 17 years to 38 years old, with a mean age of 24.5 (S.D. 8.27) years old. Most of the respondents were single (88.91%), either junior college graduates (49.0%) or high school graduates (51.1%).

This work modified SERVPERF scale developed by Cronin and & Taylor (1994) and contained five subscales: tangible responsiveness, concern, assurance, customer services, and trustworthy. The Cronbach's  $\alpha$  value was 0.92.

Results of regression analyses showed that after controlling the respondents' age, gender, education, marital status, and part-time/full-time status, the service-oriented culture was positively related to tangible responsiveness, concern, assurance, customer services and trustworthy of service quality; quality of work life was positively related to concern subscale; and supervisor transformational leadership style was positively related to trustworthy subscale.

Discussion and practical implications will be provided in the final

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