



Chaplin School of Hospitality & Tourism Management
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Living a calling: The impact of customer interaction on employee engagement

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**Be Worlds
Ahead**

Introduction

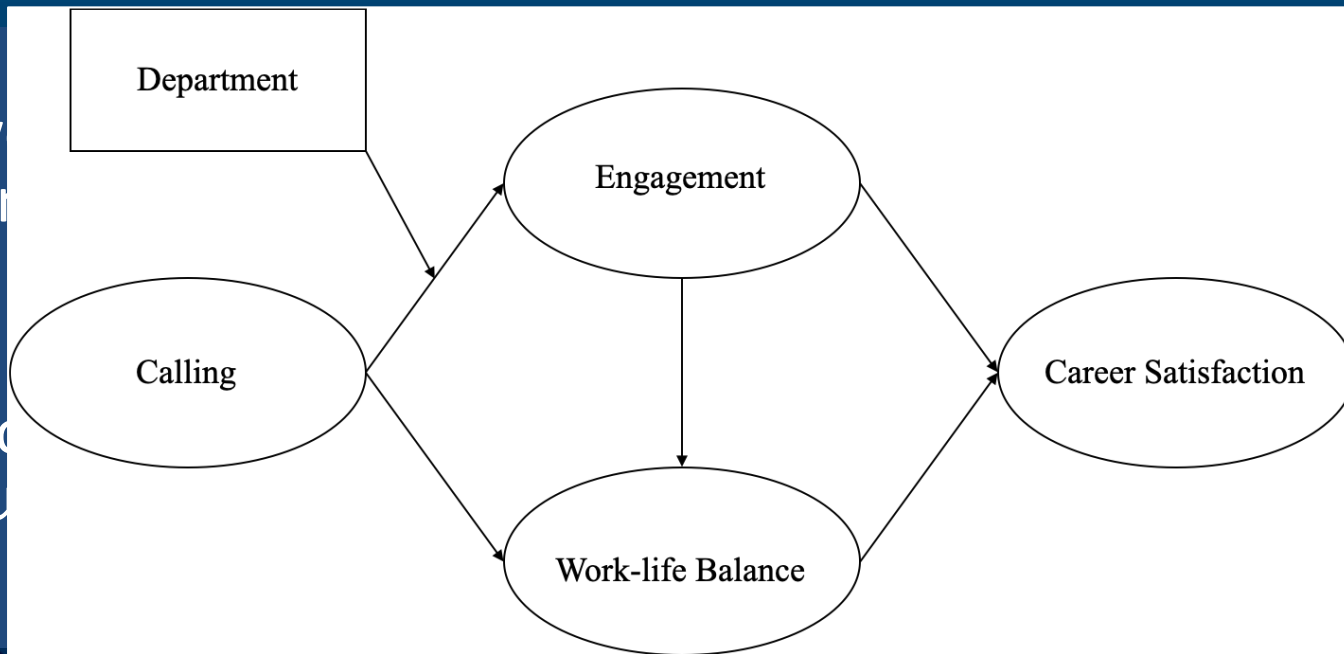
- Golf industry is comprised of independently owned operations as well as thousands of operations that are overseen by management companies.
- Five largest golf course management companies operate approximately 945 golf courses worldwide.



Purpose

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Literature Review: Callings

- Three components: external summons, prosocial focus, and a perception of mission and meaning
- Results in positive work attitudes, motivations, and higher levels of performance



Literature Review: Calling and Employee Engagement

- Represents a physical, emotional, and cognitive expression of oneself in their work
- Characterized by vigor, dedication, and absorption
- Differs from calling because it does not capture the essence of viewing the work as meaningful or of a higher purpose



Literature Review: Department as a Moderator for Calling and Engagement

- Customer interaction serves to enhance employee performance in the workplace
- There is a noted paucity of research examining how having a customer-facing or non-customer facing job impacts an employee's ability to engage in the workplace.



Literature Review: Callings and Work-life Balance

Working individuals who view their work as a calling may experience greater balance across both work and life domains.



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Literature Review: Employee Engagement and Work-life Balance

Positive feedback results in a spill-over of positive emotions from the work sphere to the home sphere, thus facilitating greater work-life balance.

The relationship between engagement and work-life balance was shown to be reciprocal.



Literature Review: Employee Engagement and Career Satisfaction

Career satisfaction is “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values”

Employee engagement is a key antecedent to career satisfaction.



Literature Review: Work-life Balance and Career Satisfaction

When work-life balance is achieved it has been demonstrated to lead to career satisfaction, a primary impediment to turnover intention.



Methodology

- **Sample**

- PGA professionals working full-time at the supervisory level of a singular golf management company. 81 respondents from seven regions/categories of the company.

- **Data Collection**

- A link to a survey questionnaire was distributed through email by the golf company's human resources manager.

Methodology

- **Measurement of Variables**

- Adapted or adopted from previous studies and measured using 7-point Likert Scales (1=strongly disagree; 7=strongly agree).
- Callings was adapted from the Dobrow and Tosti-Kharas (2011) 12-item scale.
- Work-life balance was adopted from the Carlson, Grzywacz, and Zivnuska (2009) 6-item scale.
- Employee engagement adopted from the Schaufeli, Bakker & Salanova (2006) 9-item scale.
- Career satisfaction scale was adopted from the Spurk, Abele, & Volmer, (2011) item scale.
- Demographic information including gender, ethnicity, age, years employed, department in the company, and region was also collected.

Methodology

- **Data Analysis and Common Method Bias**
 - Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.0.
 - Distributed to 400 managers across the company, 81 respondents returned the survey, 79 were usable, representing a 19.75% response rate.
 - Both procedural approaches were used to manage CMB.

Results:

Demographic Characteristics

Demographic	n	%	Demographic	n	%
Gender			Tournaments & Events	0	0.00
Male	77	96.25	Membership Services	0	0.00
Female	2	2.50	Administrative	32	40.00
No Response	1	1.25	Course Maintenance	24	30.00
Ethnicity			Employment History		
Caucasian/White	72	90.00	Less than a year	5	6.25
African American	3	3.75	1 to 3 years	17	21.25
Latino/a or Hispanic	0	0.00	4 to 6 years	18	22.50
Asian or Pacific Islander	2	2.50	7 to 9 years	15	18.75
Others	0	0.00	10+ years	25	31.25
Prefer not to disclose	3	3.75	Region		
Generation/Age			Mid-Atlantic	17	21.52
Millennials: 25-39	30	38.50	Northeast	14	17.72
Gen X: 40-54	30	38.50	Central	9	11.39
Baby Boomers: 55+	18	23.00	Southeast	19	24.05
Department			Midwest	14	17.72
Inside Operations	14	17.50	West	4	5.06
Outside Operations	2	2.50	Signature (Private)	2	2.53



Results

TABLE 2
Measurement Model Assessment at First- and Second-order Model.

Note. CA=Calling; CS=Career Satisfaction; ENGAB=Engagement-Absorption; ENGDE=Engagement-Dedication; ENGVI= Engagement-Vigor; WLB=Work-life Balance.

Construct/ indicators	Loading	Weight	t-statistics	Crobach' s α	Rho A	Composite Reliability	AVE
Calling				0.932	0.939	0.956	0.880
CA1	0.929	0.317	31.973***				
CA2	0.939	0.371	63.993***				
CA3	0.946	0.378	57.461***				
Career Satisfaction				0.903	0.961	0.939	0.837
CS1	0.943	0.451	68.818***				
CS2	0.948	0.343	47.665***				
CS3	0.849	0.293	16.436***				
Engagement				0.865	0.892	0.917	0.787
ENGAB	0.827	0.372	16.795***				
ENGDE	0.925	0.429	72.529***				
ENGVI	0.907	0.326	40.743***				
Work-Life Balance				0.966	0.967	0.978	0.936
WLB1	0.980	0.395	148.291***				
WLB2	0.963	0.325	76.705***				
WLB3	0.959	0.393	84.819***				
Note. AVE refers to average variance extracted.							
*** P < 0.001.							



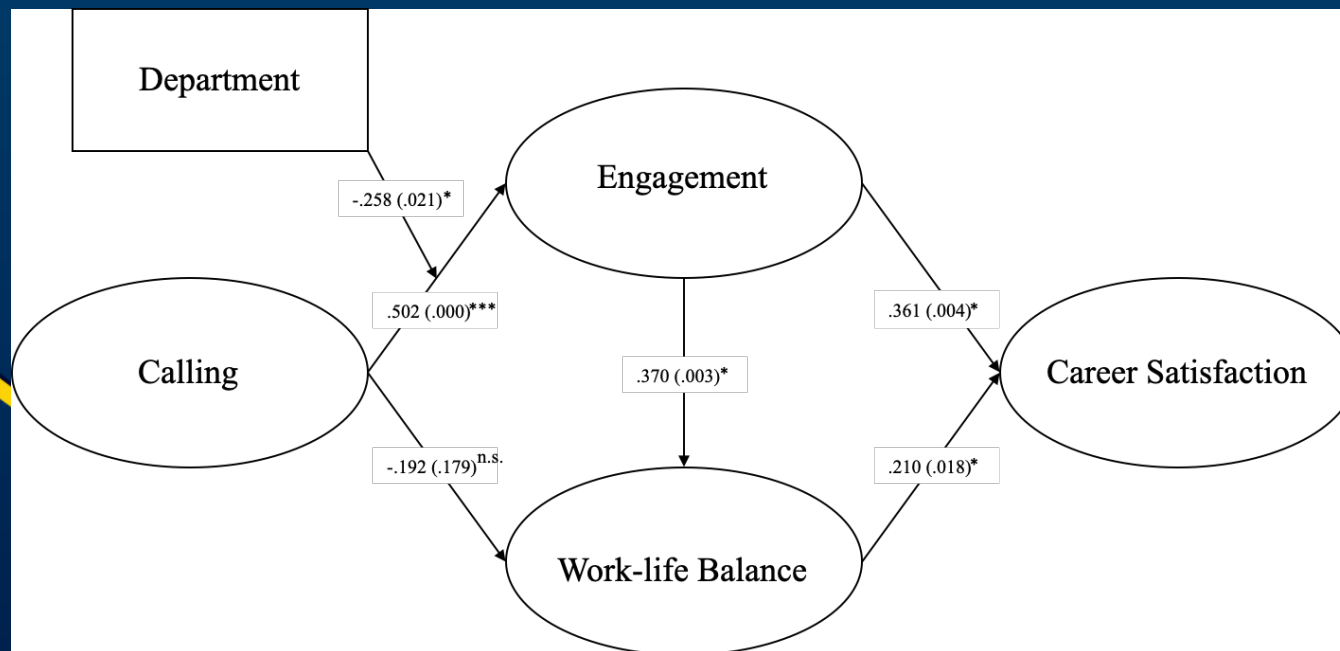
Results

TABLE 3
HTMT Ratio

	Cal	CS	Eng
1. CS	0.117		
2. Eng	0.536	0.469	
3. WLB	0.032	0.411	0.288

Note. Cal=Calling; CS=Career Satisfaction; Eng=Engagement;
WLB=Work-life balance.

FIGURE 2
Model Results

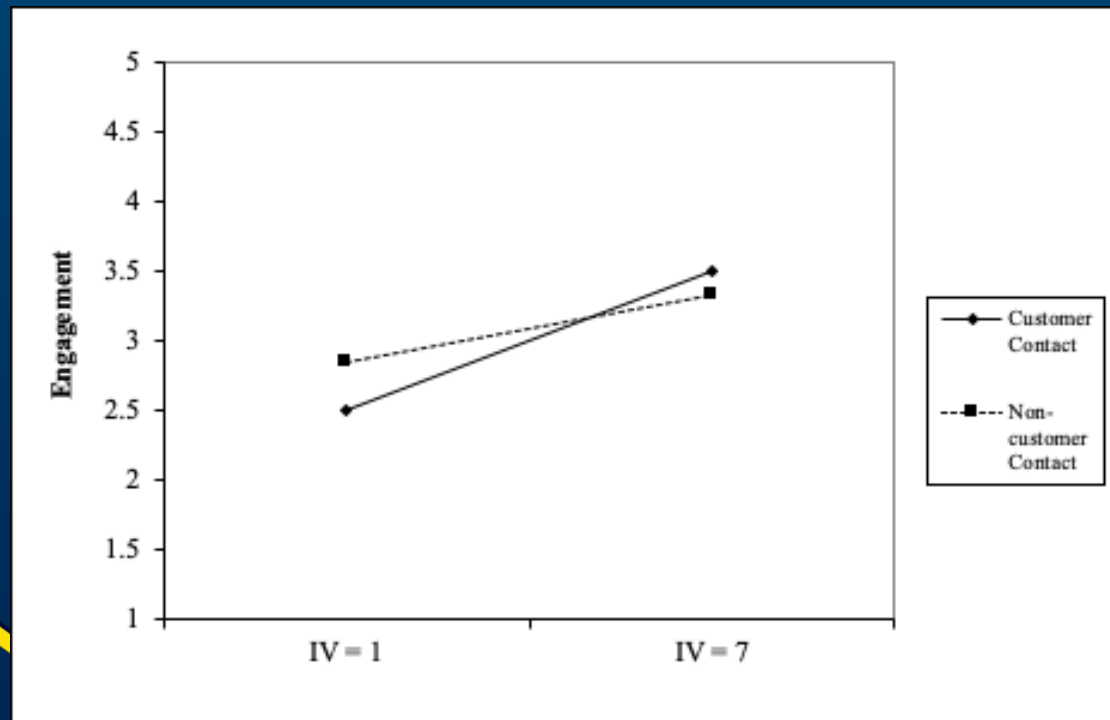


Note. $*** p < 0.001$; $* p < 0.05$; n.s.= not significant

Results

FIGURE 3

Moderation Effect of Department



Discussion

- Callings identified as an antecedent to employee engagement.
- Link between employee engagement and work-life balance.
- Engagement found to lead to career satisfaction.
- Work-life balance positively influenced career satisfaction.

Discussion

- Calling did not significantly influence work-life balance.
- Moderation of the department (customer-facing versus non-customer facing) between calling and employee engagement significant.





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Thank you!
And stay healthy!



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