組織認同、組織承諾與顧客導向服務行為關係之研究
-以 Rojjanin Garage 公司為例

The Relationship between Organizational Identification, Organizational Commitment and Customer-Oriented Service Behavior in Rojjanin Garage

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摘要

　　從群體行為的心理與社會觀點來看，組織行為在個人與組織間的關係，及其對員工態度與行為如何影響的相關議題已經逐漸受到重視。本研究根據組織行為、心理學與管理相關的文獻提出一系列相關的假設。本研究目的在於驗證組織認同、組織承諾與顧客導向服務行為間的關係，此研究架構將有益於組織了解並改善員工如何透過認同進而影響其對組織的行為。本研究針對 Rojjanin Garage 這家公司的員工為抽樣對象，共回收 102 份問卷。研究結果顯示組織認同對組織承諾有正向顯著的影響性，而組織認同與組織承諾再進而對顧客導向的服務行為產生正面的影響。此研究可協助組織了解如何透由組織認同強化組織服務績效並提升員工與顧客互動的效益。

關鍵字：組織認同、組織承諾、顧客導向服務行為

ABSTRACT

　　Concerned with the psychological and sociological aspects of group behavior. Organizational behavior raises the question of how attitudes and behavior are influenced by psychological relationship between the individual and the organization. This study offers a series of propositions derived from prior study related to the field of organizational behavior, psychology and management. The purpose of the study is to examine the relationship among organizational identification, organizational commitment and customer-oriented service behavior. The constructed framework will be useful for organization to understand and improve employees' behavior toward their organization through identification. A total of 102 questionnaires were collected from the Rojjanin Garage. The result shows that the organizational identification is positive significantly impact organizational commitment, and both of that further influence customer-oriented service behavior together. The study helps organizations understand what can help their performance better and know the interaction between their employees and customer.

Keywords: Organizational identification, Organizational commitment, Customer-oriented service behavior

1. Introduction

1.1 Research Background

　　Service has become one of the most important marketing concepts in most of the industries in recent years, and the service is related to the behavior of an employee in the organization. The behavior in an organization shows the work attitude of employees, thus organizational behavior inevitably raise the question of how attitudes and behavior are influenced by psychological relationship between the individual and the organization (Ashton and Mael, 1989; Meyer, and Allen, 1997; van Dick, 2004). Understanding the psychological relationship between the individual and the organization is of great theoretical and practical relevance for research in organizational behavior (van Knippenberg and Sleebos, 2006). Some organizational researchers have applied the Identity theory in their study. Identity Theory is

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concerned with the psychological and sociological aspects of group behavior. As a specific form of identification, identification or organizational identification reflects the specific ways in which individuals define themselves in terms of their membership in a particular organization (Mael and Ashforth, 1995). Identification can be defined as organizational identification or customer identification. Customer orientation exists when service employees describe their customers as "us" instead of "them" and see their customers' successes and failures as their own (Johnson and Ashforth, 2008). Identification can usually be identified in a service industry. The service given by an employee to the customer can identify the effect of customer-oriented service behavior in the organization.

1.2 Research Objective

The objectives of this study are listed as follows:

1. Confirm the relationship of Organizational Identification and Organizational Commitment.

2. Identify the relationship of Organizational Identification and Customer-Oriented Service Behavior.

3. Develop a comprehensive model of Organizational Identification, Organizational Commitment and Customer-Oriented Service Behavior.

2. Literature Review

2.1 Organizational Identification

Organizational Identification (OI) is a term used in the fields of Organizational Behavior and Industrial Organizational Psychology. Organizational Identification refers to employees' psychological orientation toward membership in an employing organization. It is a process of forming attachment to focal, collective targets (Ashforth and Johnson, 2001), occurring when members adopt perceived defining characteristics of an organization as defining characteristics for themselves (Dutton et al., 1994). In the OI concept, the extent to which individuals define the self in terms of the membership in the organization is reflected, OI is beneficial in service settings because it aligns individual employee interests and behaviors with helpful and cooperative behaviors, such as customer service, that benefit an organization, (Ashforth and Mael, 1989). Overall, OI promotes greater employee compliance and behaviors that are congruent with an organization's

identity. OI thus reflects the psychological merging of self and organization (Haslam, 2004).

2.2 Organizational Commitment

Organizational commitment (OC) is the employee's psychological attachment to the organization. Beyond this general sense, Organizational scientists have developed many definitions of organizational commitment, and numerous scales to measure them. Meyer and Allen (1997) distinguishes three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization.

First is the affective commitment, which means the employee's positive emotional attachment to the organization. Second is the continuance commitment, which means the individual commits to the organization because he/she perceives high costs of losing organizational membership. And lastly, the normative commitment which means the individual commits to and remains with an organization because of feelings of obligation.

According to Meyer and Allen, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity. This idea led Meyer and Herscovitch (2001) to argue that at any point in time, an employee has a "commitment profile" that reflects high or low levels of all three of these mind-sets, and that different profiles have different effects on workplace behavior such as job performance, absenteeism, and the chance that the organization member will quit.

2.3 Customer-Oriented Service Behavior (COSB)

Customer-oriented service behavior (COSB) or customer orientation is typically defined as a rather stable personality trait or "predisposition to meet customer needs in an on-the-job context" (Brown et al., 2002). The authors propose that customer orientation in a service setting is composed of two dimensions that will fully understand a service worker's ability and motivation to serve customer. The first is the enjoyment dimension which represents the degree to which interacting with and serving customers is inherently enjoyable for an employee. The second is needs dimension that represents employee's beliefs about their ability to satisfy customer needs and is based on the study by Saxe and Weitz (1982)

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Customer-oriented firms put the customer's interest first, to develop a long-term profitable enterprise (Deshpande et al., 1993), while not excluding those of other stakeholders (e.g., owners, employees). When customer orientation permeates throughout an organization, exceptional service quality can be delivered to customers and equitable service recovery responses can be given to complaining customers when failures occur (Yavas et al., 2003). Service organizations with strong customer orientation provide their frontline employees with several resources that enable them to deal with customer needs, requests, and complaints effectively (Karatepe et al., 2007).

2.4 Organizational Identification and Customer-Oriented Service Behavior

Employees who are strongly identified in their organization will act in terms of the organization's identity, employees will act in customer-oriented ways to the extent that the organization's identities assimilate the value of customer orientation and employees identify with their organization (Wieseke et al., 2007). Identification with a group leads to a deep-lying motivation to enhance the value of the respective group (Ellemers et al., 2004). Customer-oriented service behavior seeks to improve on by introducing the organizational identification that links individual behavior to organizational norms and values such as customer orientation. Therefore, the following hypothesis is proposed:

H1: Employees who have higher organizational identification will have stronger customer-oriented service behavior.

2.5 Organizational Identification and Organizational Commitment

Individuals acquire a social identity when they join a social group and their self-esteem is enhanced when their group compares more favorably with other out-groups (Tajfel and Turner, 1985). Organizational identity is a subtype of social identity in which an individual defines himself/herself by the same attributes that defines his/her organization (Dutton et al., 1994; Mael and Ashforth, 1992). When employees perceive that their organization's practices are distinctive and positive, their level of identification with the organization increases (Dutton et al., 1994). Employees who have high levels of organizational identification have enhanced feelings of belongingness to their organization and are more psychologically attached to it. Because they have a perceived shared destiny with their organization

(Dutton et al., 1994) and see the organization to be a part of who they are, they will likely choose to remain with the organization (Dutton et al., 1994). Therefore, employees who have high levels of organizational identification can be expected to be more committed to the organization because they would experience a "psychic loss" if they leave their organization (Mael and Ashforth, 1992; Van Knippenberg, and van Schie, 2000). Therefore, the following hypothesis is proposed:

H2: Employees who have higher organizational identification will have stronger organizational commitment.

2.7 Organizational Commitment and Customer-Oriented Service Behavior

Based on a study, it could be argued that one who scores highly in organizational commitment would be more eager to stay with the organization over the long-term and would thus have higher levels of customer orientation (Rozell, Pettijohn, and Parker, 2004). In a study of retail salespeople, the level of customer orientation was significantly related to organizational commitment (Pettijohn et al., 2007). Similarly, in a study of two separate sales groups, organizational commitment was the only variable found to be significantly related to customer orientation in both groups. Other research has also found a relationship between commitment and customer-orientation scores (Hoffman and Ingram, 1992; Kelly, 1992). Based on the previous research, the organizational commitment will have a relationship with customer orientation. Thus, the following hypothesis is proposed:

H3: Employees who have higher organizational commitment will have stronger customer-oriented service behavior.

3. Method

3.1 Research Framework

Hypotheses proposed previously are listed below to provide a clear structure of the study.

H1: Employees who have higher organizational identification will have stronger customer-oriented service behavior.

H2: Employees who have higher organizational identification will have stronger organizational commitment.

H3: Employees who have higher organizational commitment will have stronger customer-oriented service behavior.

Organizing the hypotheses in the previous chapter, the study presented the research framework below.
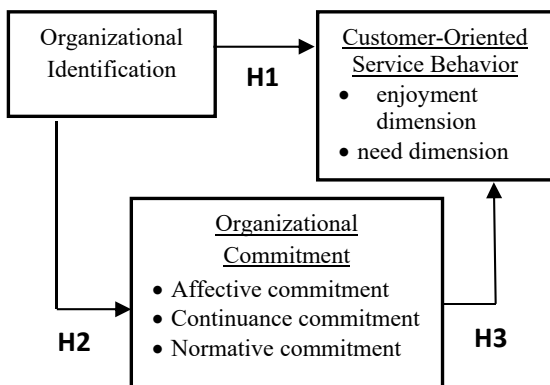

Figure 1 Research Frameworks

The research framework summarizes all the hypotheses proposed in the previous session. It is clearly hypothesize that organizational identification is positive significantly impact organizational commitment and both of that further influence customer-oriented service behavior together. Test on whether or not this framework is supported will be done by pursuing this research.

3.2 Sample

Sample of this study is the employees in Rojjanin Garage Thailand. Questionnaires will be translated into Thai language in order to encourage their participation and distributed to the employees.

A total of 110 employees of official survey questionnaires were disseminated to the Thailand employees in Rojjanin Garage. 102 questionnaires were collected, which yields a valid effective collection rate of 92.7%. The distribution of response rate is listed in Table 1

Table 1 Participation of Respondents in the Survey

		Sample	Percent
Number of responses	Male	64	62.7
	Female	38	37.3
	Total	102	100.0

3.3 Research Design and Measures

This study basically used questionnaires as the main research tool. The questionnaires were divided into four parts. The first part consists of basic information of the employees in Rojjanin Garage such as gender, marital status, age, education and income. The second, third and fourth parts consist of questionnaires items relating to the organizational identification, customer-oriented service behavior and organizational commitment.

3.3.1 Measurement of Organizational Identification

The measure of organizational identification was adopted from the questionnaire developed by Mael and Ashforth (1992) the scale item used the five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Sample items included "When I talk about my organization, I usually say "we" rather than "they" ". And "My organization's successes are my successes." A complete list of items used to measure organizational identification is listed on table 2 below.

Table 2 Organizational Identification Questionnaire Design

Variable	Items	Source	Measure
Organizational Identification	1. When someone criticizes my organization, it feels like a personal insult. 2. I am very interested in what others think about my organization. 3. When I talk about my organization, I usually say "we" rather than "they". 4. My organization's successes are my successes. 5. When someone praises my organization, it feels like a personal compliment. 6. If a story in the media criticized my organization, I would feel embarrassed	Mael and Ashforth (1992)	Five-point Likert scale

3.3.2 Measurement of Organizational Commitment

Organizational Commitment was divided into three constructs developed by Allen and Meyes (1990). The affective commitment. Sample items included "I do not feel a strong sense of belonging to my organization.", and "I do feel "emotionally attached" to my organization." The continuance commitment. Samples included "One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefor feel a sense of moral obligation to remain.", And "Things were better in the days when people stayed with one organization for most of their careers." .The normative commitment. Samples included "It would be very hard for me to leave my organization is a matter of necessity as much as desire.", scale item used the five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. A complete list of items used to measure Organizational Commitment is listed on table 3 below.

Table 3 Customer-Oriented Service Behavior Questionnaire Design

Variable	Constricts	Items	Source	Measure
Organizational Commitment	Affective Commitment	1. I do not feel a strong sense of belonging to my organization. 2. I do not feel "emotionally attached" to my organization. 3. My organization has a great deal of personal meaning for me. 4. I do not feel like "part of the family" at my organization. 5. I enjoy discussing my organization with people outside it.	Allen and Meyes (1990).	Five-point Likert scale
	Normative Commitment	6. I think that people these days move from company to company too often. 7. Jumping from organization to organization does not seem at all unethical to me. 8. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain. 9. I was taught to believe in the value of remaining loyal to one organization.	Allen and Meyes (1990).	Five-point Likert scale
	Continuance Commitment	10. I feel that I have too few options to consider leaving this organization. 11. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives. 12. Right now, staying with my organization is a matter of necessity as much as desire.	Allen and Meyes (1990).	Five-point Likert scale

3.3.3 Measurement of Customer-Oriented Service Behavior

Customer-Oriented Service Behavior has two constructs: the enjoyment dimension and need dimension. The enjoyment dimension was adopted from the questionnaire developed by Brown, Mowen, Donavan, and Licata (2002) using the five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Sample items included "It comes naturally to have empathy for my customers." And "I find it easy to smile at each of my customers." The need dimension was adopted from the questionnaire developed by Saxe and Weitz (1982) and Brown, Mowen, Donavan, and Licata (2002) using the five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Sample items included "I achieve my own goals by satisfying customers" and "I take a problem-solving approach with my customer." items used to measure the said dimension are shown in table 4 below.

3.4 Data Analysis Method

This study used a statistical software package called Statistical Program for Social Sciences (SPSS) version 22 for analysis. Methods including the descriptive statistics, factor analysis, reliability analysis, and regression analysis were used in the study.

Table 4 Customer-Oriented Service Behavior Questionnaire Design

Variable	Constricts	Items	Source	Measure
Customer-Oriented Service Behavior	Enjoyment Dimension	1. I find it easy to smile at each of my customers. 2. I enjoy remembering my customers' names. 3. It comes naturally to have empathy for my customers. 4. I enjoy responding quickly to my customers' request. 5. I get satisfaction from making my customers happy. 6. I really enjoy serving my customers.	Brown, et al. (2002)	Five-point Likert scale
	Needs Dimension	7. I try to help customers achieve their goals. 8. I achieve my own goals by satisfying customers. 9. I get customers to talk about their service needs with me. 10. I take a problem-solving approach with my customers. 11. I keep the best interests of the customers in mind. 12. I am able to answer a customer's questions correctly.	Saxe and Weitz (1982) and Brown, et al. (2002)	Five-point Likert scale

4. Results

4.1 Characteristics of the Sample

After conducting a descriptive analysis, as shown in Table 5, the following findings are presented: First, results found that most of the respondents are male which make up 62.7% of the total sample; second, 50.0% of the respondents are Married; third, 48.0% of the respondents are from ages 36–40; fourth, 50.0% of the respondents are of High School Graduate; and 86.3% have an monthly income ranging from THB 10,001 ~ 20, 000.

Table 5 Descriptive Statistics of the Respondents

Demographical Variables		Number of Respondents	Percentage (%)
Gender	Male	64	62.7
	Female	38	37.3
Marital Status	Single	46	45.1
	Married	51	50.0
	Divorce	5	4.9
Age	25 and below	3	2.9
	26 – 30	26	25.5
	31 – 35	22	21.6
	36 – 40	49	48.0
	41 – 45	1	1.0
	46 – 50	1	1.0
	51 – 55	-	-
	55 and above	-	-
Education	High School Graduate	51	50.0
	Vocational Certificate	17	16.7
	High Vocational Certificate	25	24.5
	College Undergraduate	9	8.8
	College Graduate	-	-
	Master Degree	-	-
Annual Income	THB 10,000 and below	1	1.0
	THB 10,001 ~ 20, 000	88	86.3
	THB 20,001 ~ 30,000	8	7.8
	THB 30,001 ~ 40,000	3	2.9
	THB 40,001 ~ 50,000	-	-
	THB 50,001 and above	2	2.0

4.2 Reliability and Factor Analysis

Table 6 shows the distribution items on organizational identification. Items were extracted and had a total explicable variance of 78.089%. All of the items of organizational identification had factor loadings greater than 0.6, had total explicable variance of greater than 78%, which make the items sufficient to represent the original data and had Cronbach's alpha greater than 0.7 indicating adequacy consistencies.

Table 6 Distribution of Items based on Factor Structure of the Organizational Identification

Construct	Questionnaire Items	Factor Loading	Eigen-value	Total Explicable Variance %	Cumulative Variance %	Cronbach's α
Organizational Identification	5.When someone praises my organization, it feels like a personal compliment.	.937				
	4.My organization's successes are my successes	.935				
	6.If a story in the media criticized my organization, I would feel embarrassed.	.931	4.685	78.089	78.089	.932
	3.When I talk about my organization, I usually say "we" rather than "they".	.891				
	1.When someone criticizes my organization, it feels like a personal insult.	.829				
	2.I am very interested in what others think about my organization.	.765				

Table 7 shows the distribution items on customer identification. All items of need dimension and 2 enjoyment dimension items were extracted and had a total explicable variance of 53.657%. On the other hand, the remaining 3 enjoyment dimension items had a total explicable variance of 31.110%. All of the items of the 2 Customer-Oriented service behaviors had factor loadings greater than 0.6, which suggested from the suggested threshold, had total explicable variance of greater than 84%, which makes the items sufficient to represent the original data and had Cronbach's alpha greater than 0.7 indicating adequacy consistencies

Table 8 shows the distribution items on organizational commitment. 4 out of 5 of Affective Commitment were extracted and had a total explicable variance of 29.159%. On the other hand, 4 out of 4 affective commitment items were extracted and had a total explicable variance of 28.495%. Lastly, 2 out of 3 Continuance Commitment were extracted and had a total explicable variance of 21.195%. All of the items of the organizational commitment had factor loadings greater than 0.6, and the total explicable variance are greater than 78%, which make the item sufficient to represent the original data and had Cronbach's alpha greater than 0.7.

Table 7 Distribution of Items based on Factor Structure of the Customer-Oriented Service Behavior

Construct	Questionnaire Items	Factor Loading	Eigen-value	Total Explicable Variance %	Cumulative Variance %	Cronbach's α
Needs Dimension	3.It comes naturally to have empathy for my customers.	.950	4.829	53.657	53.657	.946
	4.I enjoy responding quickly to my customers' request.	.924				
	1.I find it easy to smile at each of my customers.	.914				
	5.I get satisfaction from making my customers happy.	.867				
	6.I really enjoy serving my customers.	.806				
	2.I enjoy remembering my customers' names.	.760				
Enjoyment Dimension	10.I take a problem-solving approach with my customers.	.938	2.800	31.110	84.768	.907
	11.I keep the best interests of the customers in mind.	.911				
	9.I get customers to talk about their service needs with me.	.782				

Table 8 Distribution of Items based on Factor Structure of the Organizational Commitment

Construct	Questionnaire Items	Factor Loading	Eigen-value	Total Explicable Variance %	Cumulative Variance %	Cronbach's α
Affective Commitment	3.My organization has a great deal of personal meaning for me.	-.856	2.916	29.159	29.159	.726
	1.I do not feel a strong sense of belonging to my organization.	.827				
	2.I do not feel "emotionally attached" to my organization.	.779				
	4.I do not feel like "part of the family" at my organization.	.772				
Normative Commitment	8.One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	.829	2.849	28.495	57.654	.777
	7.Jumping from organization to organization does not seem at all unethical to me.	.826				
	5.I enjoy discussing my organization with people outside it.	.767				
	6.I think that people these days move from company to company too often.	-.727				
Continuance Commitment	11.One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	.971	2.119	21.195	78.849	.995
	12.Right now, staying with my organization is a matter of necessity as much as desire.	.966				

Table 9 shows the regression analysis of the data. Higher organizational Identification will lead to stronger Enjoy customer-oriented service behavior, P = .000 < 0.05. At the same time, higher organizational Identification will lead to stronger Need customer-oriented service behavior, P = .000 < 0.05, Consistent with H1: Employees who have higher organizational identification will have stronger customer-oriented service behavior is supported.

Table 9 Regression Analysis

	Enjoy Customer-Oriented Service Behavior	Need Customer-Oriented Service Behavior
Organizational Identification	.915 (.000)	.554 (.000)
F value	514.687	44.335
P value	.000	.000
R^2	.837	.307
Adjusted R^2	.836	.300

Table 10 shows the regression analysis of the data. Higher organizational Identification will lead to lower Affective Commitment (P = 0.000 < 0.05) and Continuance Commitment (P = 0.028 < 0.05), H2 is not supported. But higher organizational Identification will lead to stronger Normative Commitment (P = .000 < 0.05), Consistent with H2. All of these results reveal that employees who have higher organizational identification will have a stronger organizational commitment is partially supported.

Table 10 Regression Analysis

	Organizational Commitment		
	Affective Commitment	Continuance Commitment	Normative Commitment
Organizational Identification	-.583 (.000)	-.218 (.028)	.483 (.000)
F value	51.416	4.967	30.382
P value	.000	.028	.000
R^2	.340	.047	.233
Adjusted R^2	.333	-.038	.225

Table 11 shows the regression analysis of the data. Higher organizational Identification will lead to stronger Enjoy(P=.000<0.05) and Need customer-oriented service behavior(P=.002<0.05). Higher Affective Commitment will lead to lower Need Customer-Oriented Service Behavior (P=.000<0.05), Results do not consistent with H3 stated that employees who have higher organizational identification will have stronger organizational commitment. H3 is not supported.

<div align="center">Table 11 Regression Analysis</div>

	Enjoy Customer-Oriented Service Behavior	Need Customer-Oriented Service Behavior
Organizational Identification	.856 (000)	.315 (002)
Affective Commitment	-.072 (.160)	-.378 (000)
Continuance Commitment	.028 (.539)	-.023 (.793)
Normative Commitment	.049 (343)	.029 (.294)
F value	130.252	16.738
P value	.000	.000
R^2	.843	.408
Adjusted R^2	.837	.384

5. Conclusion

The result of this study shows new evidence in support of the concept that organizational identification and commitment will affect customer-oriented service behavior. The study chose service industry as a sample; Overall results of the analysis, reveal Employees who have higher organizational identification will have higher customer-oriented service behavior. Employees who have higher organizational identification will have stronger organizational commitment because when an employee identify with the organization, they will feel safe and thinks that they are part of the organization, thus will be willing to commit more on their work and staying in the organization. Because employees are committed to their organization, there is a tendency that employees will help increase the performance of the organization. The study helps organization understand what can help their performance better and know the interaction between their employees and customers. Future study can discover more on these relationships in different service industries. Better trend and management will be applied in the service company to increase OI then lead to higher OC and higher COSB.

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